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Financing of the United Nations Interim Administration Mission in Kosovo

Performance report on the budget of the United Nations Interim Administration Mission in Kosovo for the period from 1 July 2004 to 30 June 2005

Report of the Secretary-General

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Summary

The present report contains the performance report for the budget of the United Nations Interim Administration Mission in Kosovo (UNMIK) for the period from 1 July 2004 to 30 June 2005.

The total expenditure for UNMIK for the period from 1 July 2004 to 30 June 2005 has been linked to the Mission's objective through a number of results-based frameworks, grouped by components, namely, substantive civilian, rule of law and support.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2004 to 30 June 2005.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Military and police personnel	104 093.3	106 253.3	(2 160.0)	(2.1)
Civilian personnel	152 325.1	156 162.2	(3 837.1)	(2.5)
Operational requirements	38 206.8	32 081.5	6 125.3	16.0
Gross requirements	**294 625.2**	**294 497.0**	**128.2**	**0.0**
Staff assessment income	22 636.4	22 720.5	(84.1)	(0.4)
Net requirements	**271 988.8**	**271 776.5**	**212.3**	**0.1**
Voluntary contributions in kind (budgeted)				
Total requirements	**294 625.2**	**294 497.0**	**128.2**	**0.0**

Human resources incumbency performance

Category	*Approved*[a]	*Planned (average)*	*Actual (average)*	*Vacancy rate (percentage)*[b]
Military liaison officers	38	38	37	2.9
Civilian police	3 055	2 715	2 440	10.1
Formed police units	973	935	894	4.4
International staff	910	855	718	16.0
National staff	2 830	2 758	2 692	2.4
United Nations Volunteers	250	250	207	17.3

[a] Represents the highest level of authorized strength.

[b] Based on monthly incumbency and planned strength.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Introduction

1. The budget for the maintenance of the United Nations Interim Administration Mission in Kosovo (UNMIK) for the period from 1 July 2004 to 30 June 2005 was set out in the report of the Secretary-General of 18 December 2003 (A/58/638 and Corr.1) and amounted to $272,210,800 gross ($252,478,900 net). It provided for 38 military liaison officers, 4,028 civilian police including 973 in formed units, 910 international staff, 2,830 national staff and 250 United Nations Volunteers. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 36 of its report of 12 April 2004 (A/58/759/Add.5), recommended that the General Assembly appropriate $264,625,200 gross for the period from 1 July 2004 to 30 June 2005. The General Assembly, by its resolution 58/305 of 18 June 2004, appropriated the amount of $264,625,200 gross ($245,839,600 net) for the maintenance of the Mission for the period from 1 July 2004 to 30 June 2005. The total amount has been assessed on Member States.

2. In his note to the General Assembly of 4 February 2005 (A/59/692) on financing arrangements for UNMIK for the period from 1 July 2004 to 30 June 2005, the Secretary-General requested an additional appropriation of $33,774,100 gross for the maintenance of the Mission for the 12-month period from 1 July 2004 to 30 June 2005. The Advisory Committee, in paragraph 6 of its report of 11 March 2005 (A/59/728), recommended that the General Assembly approve an additional appropriation of $30 million gross for the period from 1 July 2004 to 30 June 2005. The General Assembly, by its resolution 59/286 A of 13 April 2005, appropriated the additional amount of $30 million gross ($26,149,200 net) for the maintenance of the Mission for the period from 1 July 2004 to 30 June 2005. The total amount has been assessed on Member States.

II. Mandate performance

3. The mandate of the Mission was established by the Security Council in its resolution 1244 (1999).

4. The Mission is mandated to help the Security Council achieve an overall objective, namely, to advance substantial autonomy and meaningful self-administration for Kosovo.

5. Within this overall objective, the Mission has, during the performance report period, contributed to a number of accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are grouped by components: substantive civilian, rule of law and support.

6. The present report assesses actual performance against the planned results-based frameworks set out in the 2004/05 budget. In particular, the performance report compares the actual indicators of achievement, i.e., the extent to which actual progress has been made during the period against the expected accomplishments, with the planned indicators of achievement and compares the actually completed outputs with the planned outputs.

Component 1: substantive civilian

Expected accomplishment 1.1: further development of the Kosovo Provisional Institutions of Self-Government (PISG), ensuring respect for minority rights

Planned indicators of achievement	*Actual indicators of achievement*
1.1.1 Fair and free elections for the Kosovo Assembly in 2004	2004 elections conducted in a fair and free manner according to the Council of Europe Electoral Observation Mission and the European Parliament
1.1.2 Reduction in violations of the Constitutional Framework by PISG, including the Assembly, as evidenced by the number of remedial interventions under the authority of the Special Representative of the Secretary-General, from 10 violations at the central and 6 at the municipal level in 2002/03 (based on the monitoring reports on the Assembly sessions, conduct of legislative activities, and the Special Representative's interventions at the recommendation of municipal representatives)	1 violation at the central level and 2 violations at the municipal level requiring interventions under the authority of the Special Representative of the Secretary-General
1.1.3 Progressively increased representation of minorities to reach the representation target in all public services as stipulated in Regulation 2001/36 on Kosovo civil service and the Special Representative's recommendation of 19 June 2002 on the establishment of proportional community representation in the Kosovo civil service	Representation of minority civil servants increased from 12.25 per cent as of June 2004 to 12.32 per cent as of June 2005 15 of 27 municipalities met or exceeded their targets as of June 2005 compared to 14 as of June 2004 Minority employment in central institutions increased from 9.6 per cent as of June 2004 to 10.2 per cent as of June 2005
1.1.4 All 30 municipalities functioning effectively in areas transferred in accordance with the Constitutional Framework and achieving targets in fair-share financing and other minority-related obligations; boards of directors selected, committees established and functioning, budgets approved and disbursed	Targets in fair-share financing achieved in 27 municipalities, not yet achieved in 3 municipalities Boards of Directors are functioning effectively in all 30 municipalities Communities Committees and Mediation Committees established in 28 municipalities, not established in 2 municipalities as they are mono-ethnic. Communities Committees not functioning in 6 municipalities, Mediation Committees not functioning in 17 municipalities owing to lack of interest of minorities in

		participating in local institutions. UNMIK will provide additional capacity-building in 2005/06 and make recommendations to improve the effectiveness of these bodies
		All 30 municipalities had budgets approved and disbursed for 2004 and 2005
1.1.5	Compliance by PISG and political parties with legislation on financial management, on procurement and on political parties and procedures in respect of their expenditures, funding, accountability and increased transparency, as evidenced by annual financial reports and auditing arrangements	32 of the 33 registered political entities submitted audited reports. Compliance by the political parties with legislation is being assessed by the Central Election Commission of the Organization for Security and Cooperation in Europe
		The Kosovo Auditor General started audits of municipalities in July 2005 only. Previously audits of the PISG were conducted by the Dutch Court of Auditors and their reports included numerous recommendations for improvements to reach compliance with legislation
		Ministries and municipalities have yet to publish annual reports and financial statements

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Promulgated UNMIK regulation, adopted subsidiary instruments (administrative directions) and electoral rules, thereby putting in place the legislative framework for the conduct of the 2004 Kosovo Assembly elections	Yes	1 Regulation and 5 Administrative Directions promulgated by the Special Representative of the Secretary-General for Kosovo, pursuant to which the Central Election Commission adopted 15 electoral rules
Supported through the provision of expert advice and advocacy the operations of 10 transferred ministries and the Office of the Prime Minister, intervening to ensure compliance with Security Council resolution 1244 (1999), the Constitutional Framework and applicable law, and monitored them through regular meetings with senior staff, attendance at policy meetings, and weekly, monthly and special reporting	Yes	Backstopping of 10 ministries and the Office of the Prime Minister, including fortnightly or weekly meetings documented in the weekly and daily civil administration reports
Participated in the Steering Board on Public Administration (chaired by the Prime Minister) for policy-setting and strategic management of public administration, which led to the adoption of 5 core regulations concerning government procedures and functioning	No	Participated in 4 meetings of the Steering Board but regulations have not been passed owing to limitations of capacity of the PISG

Executed non-transferable governance functions relating to civil registration, issuance of travel documents, settlement of property claims, cross-border operations and increased participation of Kosovars in the management of these functions, through hiring and training co-directors and co-managers and joint decision-making	Yes	Established a Joint Working Group UNMIK/Ministry of Public Services to agree on the transfer of authority in the area of civil registration
		UNMIK continued to be the final authority for approving travel documents as this is related to the sovereignty of Kosovo
		Plans are in place for the transfer of the archives of residential property claims to the PISG following the closure of the Housing and Property Directorate
Developed in coordination with the PISG the "Standards for Kosovo", conducted regular reviews of the progress achieved and intervened when necessary	Yes	Identified and agreed with PISG on priority Standards goals and indicators of Standards performance
		Quarterly assessments of all Standards actions and indicators
		Interventions at meetings of joint UNMIK/PISG working group on Standards implementation, held every 3 weeks since December 2004
Trained the majority of 120 Kosovo Assembly and 930 municipal assembly members and approximately 300 civil servants in the Kosovo Assembly and PISG at the central and municipal levels in various aspects of the legislative and executive functions of their work	100	Assembly members trained. Lower number due to non-participation of Kosovo Serbs in the Kosovo Assembly
	930	Municipal assembly members trained
	300	Civil servants in the Kosovo Assembly trained
Contributed to the dismantlement of the "parallel structures" supported by Belgrade for the delivery of civic services in Kosovo in the areas of education and health, among others, by advising on and advocating greater PISG commitment to minority education and health through better recruitment and remuneration of staff, revised curricula and the provision of education and health infrastructure	No	Parallel structures were not dismantled
		Advice to PISG to extend budgetary support to public services in minority community areas and identification of new ways to improve civic services, such as building schools for refugees and a school for Kosovo Serb children formerly attending school in a private residence. Trained the Health Clinic in the Kosovo Serbian village of Lapje Selo in the management of their budget under the Ministry of Health
Attended approximately 360 municipal assembly meetings, approximately 1,050 municipal committee meetings and approximately 1,400 board of director meetings to monitor progress and to guide and intervene as necessary to ensure good governance, particularly in relation to functions reserved under chapter 8 of the Constitutional Framework	330	Municipal assembly meetings
	610	Meetings of mandatory Committees (360 for Budget/Policy Committees, 200 for Communities Committees and 50 for Mediation Committees)
	1 080	Board of directors meetings

Kosovo Protection Corps (KPC) mandate as a civil emergency force fully enforced	No	Increase in the number of members of the KPC from ethnic minorities from 150 to 153, constituting 5.1 per cent of the total active contingent, compared to a mandate as a civil emergency force to recruit a minimum of 10 per cent of active and reserve members from ethnic minority groups
Promulgated and enforced affirmative action plans for minorities, women and vulnerable groups	Yes	Promulgated Regulation No. 2004/18 on the Promulgation of the Law on Gender Equality in Kosovo, adopted by the Assembly of Kosovo as Kosovo Assembly Law No. 2004/2 on Gender Equality in Kosovo
Launched an anti-corruption campaign based on the findings of 14 external audits of five major publicly owned enterprises	Yes	Investigated 44 corruption allegations related to publicly owned enterprises Recommended to the Chairmen of the Board of Directors of the Kosovo Trust Agency the establishment of Provisional Boards of Directors with Audit subcommittees, and facilitated the organization of 1 of the subcommittees
Coordinated the implementation of decentralization in municipal sub-units as per a Council of Europe recommendation	Yes	Established a Joint UNMIK/PISG Working Group on local government reform Established and co-chaired with the PISG 5 working groups on Pilot Projects, Legislation, Transfer of Competencies, Capacity Building and Local Finances Established with the PISG and co-chaired with the Ministry of Local Government Administration a Steering Board to oversee the implementation of pilot projects and the drafting of legislation
Reviewed and aligned all PISG-proposed laws on competencies transferred under the Constitutional Framework in accordance with European and international standards and promulgated legislation thereafter	Yes	Reviewed 38 PISG-proposed regulations on competencies transferred
Prepared and promulgated legislation on competencies reserved for the Special Representative under the Constitutional Framework	Yes	Prepared and promulgated 28 regulations, 23 administrative directions and 20 executive decisions on competencies reserved for the Special Representative
Established the Independent Media Commission	Yes	Promulgated Regulation No. 2005/34 on the Promulgation of the Law on the Independent Media Commission and Broadcasting, adopted by the Assembly of Kosovo as Kosovo Assembly Law 02/L-15 on the Independent Media Commission and Broadcasting

Conducted various media campaigns by means of brochures, leaflets, posters and billboards to build public support for issues such as privatization, elections, standards implementation, dialogue with Belgrade, returns, economy, organized crime and multi-ethnicity	Yes	21,000 brochures, 17,000 leaflets, 9,000 booklets, 9,000 flyers, 10,000 stickers, 16,000 calendars, 2,500 posters and 100 billboards in support of the Standards 5 television and radio shows "5 Questions 5 Answers" to discuss and disseminate information on Standards 7 public service announcements for radio and television shows on road safety and on domestic violence 51 press briefings, 215 press releases in Albanian, English and Serbian, 365 morning headlines, 313 media analysis reports, 250 international media clippings of morning and evening editions in English Daily contacts with journalists and daily website update in Albanian, English and Serbian on all Mission information products and United Nations-related official documents
Published the bimonthly magazine *Focus Kosovo* and the biweekly newsletter *Danas i Sutra*, covering issues such as privatization, standards implementation, elections, dialogue with Belgrade, returns and organized crime *Focus Kosovo* is the flagship publication (15,000 copies per issue in three languages), targeting an influential audience of politicians, professionals in all resident and internally displaced person communities and a select international readership with an interest in Kosovo affairs (United Nations Headquarters in New York, contributing Governments, the European Union, the North Atlantic Treaty Organization, etc.). *Danas i Sutra* (15,000 copies per issue) is aimed at minority communities with little access to the main media (Albanian language) in Kosovo, as well as to communities of internally displaced persons in Serbia and Montenegro	Yes	51,000 copies of *Focus Kosovo* magazine in Albanian, English and Serbian 191,000 *Danas i Sutra* newsletters with summaries in English and Albanian

Expected accomplishment 1.2: enhanced protection of minority rights, including freedom of movement and the right to return

Planned indicators of achievement	*Actual indicators of achievement*
1.2.1 Decrease in the number of violent incidents of which members of minority communities are victims and increase in arrests and successful prosecutions for such crimes compared with 2003 levels, on the basis of UNMIK Police statistics	2 cases of violent incidents of which members of minority communities were victims, compared to 3 cases in 2003/04 Decrease in the number of arrests for violent crimes against minority victims, from 1,100 in 2003/04 to 1,025 in 2004/05, due to a reduced number of crimes (1,369 in 2003/04 compared to 960 in 2004/05) No inter-ethnic cases were prosecuted by international prosecutors in 2004/05 as there was only 1 ethnically motivated case during the period
1.2.2 Expanded minority access to reconstruction assistance, social and public services and utilities to better meet their sustainability needs and ensure that such access is available at a level equal to that of majority Albanian communities, as measured in the quarterly municipal assessments	Expansion of reconstruction assistance was not achieved as the March 2004 violence set back the returns process. 298 houses were reconstructed as part of returns projects compared to 517 in 2003/04. 897 houses, which were destroyed during the March 2004 violence, were also reconstructed 10 per cent of minority communities received Disability Pension (from 8 per cent at the start of the programme in September 2004) and 20 per cent received Basic Pension (from 19 per cent in June 2004) All 1,195 reconstructed houses were connected to basic infrastructure, water and electricity, compared to 517 in 2003/04. Services are provided by public utilities to all consumers in Kosovo, Albanian and non-Albanian communities, in a non-discriminatory manner Quarterly municipal assessments were replaced by the standards evaluation process
1.2.3 Expanded role of Kosovo authorities and civil society in supporting the returns process, as measured in detail through the use of the quarterly municipal assessments	Creation at the central level of the Ministry of Communities and Returns Most municipalities have enhanced their official, public support for returns:19 municipal returns strategies for 2005 endorsed by municipal working groups or assemblies, all others were drafted; 26 municipalities have municipal returns offices; at least 14 municipalities have implemented or supported implementation of returns projects , the Association of Kosovo Municipalities initiated an inter-ethnic dialogue programme; first urban return of Kosovo Serbs in Klina with Prime Ministerial and Municipal Assembly President support

1.2.4	Increased number of those desiring to return being able to do so sustainably and in dignity	Decrease in the number of returns due to policy and operational issues of cooperation with the new Ministry for Communities and Returns (682 returned since January 2005 compared to 3,801 in 2003 and 2,462 in 2004); sustainability in some cases was uncertain for economic reasons, among others
1.2.5	Secure PISG support for at least 7 million euros in Kosovo consolidated budget funding for returns projects endorsed by Municipal Working Groups and for spontaneous returns	PISG secured a total of 10.5 million euros in funding for support of returns projects in 2005

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Guided and facilitated broader involvement of local authorities in returns-based activities supported by UNMIK, the evaluation of returns projects, meetings with representatives of internally displaced persons and other core activities of the Municipal Working Groups on returns, so as to foster their playing a leadership role in the process	Yes	Co-chaired with municipal assembly presidents, municipal working groups, which approved 24 multisectoral project documents on all aspects of sustainable return, developed in cooperation with internally displaced people. The 24 project documents are awaiting funding Capacity-building of local authorities and involvement of approximately 15 out of 30 municipalities in the preparation of returns projects and the co-chairing of municipal working groups Conducted with representatives of municipal working groups, the PISG and internally displaced persons lessons learned exercises and returns process reviews at the end of each return cycle to adapt the process to identified challenges
Sponsored annual donor conferences, biannual donor briefings and donor visits to return sites to secure international donor funding for returns projects and spontaneous returnees	No	Donor conference postponed owing to the elections 2 briefings on return-related activities to non-UNMIK representatives of Liaison Offices Organized 11 visits to returns site for non-UNMIK key representatives of Liaison Offices
Held regular meetings with the Prime Minister, the Minister of Finance and Economy and other key PISG leaders to ensure greater general support for the returns process, and in particular funding levels higher than those made available in 2003 for returns projects and individual/spontaneous returns	Yes	The PISG allocation increased from approximately 5 million euros in 2003 to 10.5 million euros in 2004 and remained at the same level in 2005

Facilitated successful implementation of sustainable returns projects endorsed by Municipal Working Groups	10	Multisectoral return projects completed, 14 awaiting funding
Developed mechanisms to improve information dissemination and engagement of internally displaced persons in the returns process, including assisting representatives of internally displaced persons to travel from areas of displacement to Kosovo to participate in Municipal Working Group meetings in the 29 municipalities where they take place	Yes	Established the Communities Outreach and Communication Group Consolidated and disseminated the list of media outlets for internally displaced persons Established contacts with chief of editors of all media (newspapers, television and radio stations) in Kosovo, Serbia and Montenegro Increased relationship/contact with specialized media and internally displaced persons/Communities' networks Supported the Danish Refugee Council programme in assisting representatives of internally displaced persons in participating in Municipal Working Groups Supported the Task Force on Returns in Kosovo Liaised between partners in Serbia (including internally displaced persons Associations) and structures in Kosovo Facilitated through the UNMIK-funded United Nations Office in Belgrade, in conjunction with cross-boundary partners (non-governmental organizations and the United Nations High Commissioner for Refugees), the participation of representatives of internally displaced persons in municipal working groups and other returns processes. UNMIK is exploring avenues to facilitate direct support from the PISG
Resolved 75 per cent of housing property claims and set up an effective mechanism for resolution of claims for agricultural property	96 per cent 44 per cent	of cases decided of decisions implemented Work is ongoing for proposed mechanism for agricultural property, with a target date of early 2006
Liaised with municipal governments and assisted them in the establishment of functioning Communities and Mediation Committees in 27 of 30 municipalities as locally based mediation and problem-solving mechanisms	No	Assisted in the establishment of 22 functioning communities committees. Lower number due to lack of interest of minorities in participating in local institutions Assisted in the establishment of 11 functioning mediation committees. Lower number due to lack of interest from minorities to participate in local institutions

Staffed and developed operational work plans for municipal community offices in 24 out of 30 municipalities to help integrate these offices into the work of the municipal structures and to further the possibility of their eventual handover to local government management	No	Staffed 24 municipal offices Discussions with selected municipal community offices on draft policy proposal on municipal community offices integration process
Worked with PISG to establish PISG oversight mechanisms to address systemic human rights violations, including the implementation of the Omnibus Anti-Discrimination Law and its implementation mechanisms	Yes	Promulgated Regulation No. 2004/32 on the Promulgation of the Anti-Discrimination Law, adopted by the Assembly of Kosovo as Kosovo Assembly Law No. 2004/3 on Anti-Discrimination Working groups have been established and are in the process of drafting required subsidiary legislation and of establishing appropriate bodies, the PISG being the responsible institution for the implementation mechanisms
Achieved fair-share distribution of municipal resources to minority communities in all 3 municipal Kosovo consolidated budget lines (health, education and municipal administration) in 27 out of 30 municipalities	Yes	Fair-share financing achieved in 27 municipalities
Engaged senior-level PISG representatives at central and municipal levels in ongoing dialogue activities, meetings, strategic planning, visits to return sites and endorsement of returns projects to increase their capacity to support returns and minority rights	Yes	Engaged local authorities in preparation of return projects and implementation of the Municipal Returns Strategies Engaged the Kosovo Government to initiate outreach programme to facilitate communication between communities Joint outreach visits of UNMIK, Ministry of Communities and Returns and Ministry of Local Government Administration to the communities in Kosovo as well as those displaced in Serbia, Montenegro, The former Yugoslav Republic of Macedonia
Conducted public information and tolerance-building campaigns throughout Kosovo, supported by Kosovo-wide billboard campaigns, radio and television public service announcements and interviews. Produced regular radio and television programmes addressing minority rights and returns issues	Yes	9 television and radio shows *Danas i Sutra* to bring the stories of Kosovo's Serbian-speaking communities via local television stations 6 television and radio public service announcements 40 radio programmes on related issues

Expected accomplishment 1.3: progress towards regular direct dialogue between Pristina and Belgrade officials

Planned indicators of achievement	*Actual indicators of achievement*
1.3.1 Regular and productive contacts between PISG and Belgrade counterparts at various levels	Meetings of the Direct Dialogue Working Groups resumed Working Groups on cooperation in Energy, Missing Persons and Returns met twice each (in Belgrade and Pristina) The Transport and Communications Working Group convened its first session
1.3.2 Conclusions of the Chairpersons of the Working Groups on Direct Dialogue agreed by both the Belgrade and the Pristina delegations	Not achieved. The process is experiencing a one-year delay as Belgrade declined to participate
1.3.3 Support and commitment for direct dialogue from Kosovo Albanian and Kosovo Serb political leaders and population, as evidenced by public statements in support of the direct dialogue process and participation in the Working Groups	2 former Prime Ministers, as well as the current Prime Minister, made public statements in favour of resuming and continuing the direct dialogue with Belgrade The former Prime Minister met with the Working Group on Missing Persons prior to their departure for Belgrade to underscore his Government's commitment to the discussions The current Prime Minister appointed a Coordinator for the Direct Dialogue

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Facilitated monthly meetings between PISG representatives and the Belgrade Government	8	Meetings facilitated
Signed a variety of technical agreements on, inter alia, recognition of Kosovo vehicle licence plates, return of civil and cadastral documentation to Kosovo, cultural archives and artefacts	No	No new agreements signed on return of civil and cadastral documentation owing to the sensitive nature of the issue (property rights). It will be dealt with through the status negotiation process New agreements were not signed either on the return of cultural archives and artefacts since the focus was diverted to the reconstruction of religious sites following the March 2004 violence
Devised and implemented a Kosovo-wide public information campaign in local media in support of direct dialogue, through print and audio-visual media, supported by campaigns at the municipal level	Yes	UNMIK Bus "Let's talk" participated in town hall meetings outside Pristina for a "Community-Based Communication and Conflict Resolution Strategy" Designed and updated a special website on Standards in Albanian, English and Serbian

	Production of special posters for town hall meetings
	Designed and distributed materials (3,000 pens, 1,000 colour pencils, 5,000 reflectors, 5,000 balloons) on Standards
	17 television and radio shows ("5 Questions 5 Answers" and "UN this Week")
	6 radio interviews with senior Belgrade officials

Expected accomplishment 1.4: cooperation with regional partners and international organizations

Planned indicators of achievement	*Actual indicators of achievement*
1.4.1 Concluded and successfully implemented agreements on, inter alia, recognition of UNMIK travel documents, vehicle licence plates and insurance documents with regional partners	8 countries concluded new agreements to recognize UNMIK travel documents (Armenia, Cyprus, Estonia, Latvia, Lithuania, Poland, Slovakia and Uzbekistan)
	4 countries (Albania, Croatia, The former Yugoslav Republic of Macedonia and Greece) concluded new agreements on insurance documents, including recognition of licence plates
1.4.2 Signed free trade agreements with regional partners, similar to the first such agreement signed with Albania in June 2003	Negotiations with The former Yugoslav Republic of Macedonia on a free trade agreement concluded on 28 June 2005. Agreement will be formalized in 2005/06
	Rounds of negotiations were also conducted with Bosnia and Herzegovina. Further rounds of negotiation will be held during 2005/06
1.4.3 Quarterly assessments by the European Commission indicating progress towards compliance with the standards set by its Stabilization and Association Process Tracking Mechanism (STM)	Quarterly assessments by the European Commission indicating PISG progress in various fields of the STM

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Facilitated regular meetings of political leaders and signed agreements on issues of freedom of movement, education, health and customs, among others	Yes	Meetings held with The former Yugoslav Republic of Macedonia Customs Service, the Serbian Customs Administration, resulting in the signing of a protocol on mutual cooperation; the Montenegrin Customs Administration, resulting in the signing of a memorandum of understanding, and with the Albanian Customs Service

Pursued discussions on recognition of vehicle licence plates, driving licences, vehicle insurance and travel documents with most countries in the region, in particular Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Slovenia and Turkey	Yes	Discussions on recognition of vehicle insurance between the Banking and Payments Authority of Kosovo and authorities in Bosnia and Herzegovina, Croatia, Greece, Serbia and Montenegro and Slovenia Discussion of memorandums of understanding with the Bulgarian Motor Bureau and the Turkish Motor Bureau
Initiated and pursued negotiations on free trade agreements between Kosovo and regional neighbours	Yes	5 rounds of negotiations held with The former Yugoslav Republic of Macedonia and 2 rounds of negotiations held with Bosnia and Herzegovina
Developed cooperation on energy exchange with neighbouring electricity suppliers, in particular from Albania, Bulgaria and Serbia and Montenegro	Yes	Exchange agreements signed between the Korporata Energetica Kosoves (KEK) and Korporata Elektroenergjetike Shqiptare (Albania), Electroprivreda Srbije (Serbia), Electro Stopanstvo na Makedonija (The former Yugoslav Republic of Macedonia), Elektro Privreda Crne Gore Ad-Niksic (Montenegro), and Natsionalna Elektricheska Kompania (Bulgaria)
Planned and organized regional parliamentary exchanges	Yes	Organized the visit of a Macedonian parliamentary member to the Assembly of Kosovo Organized the Athens and Thessalonika visits of the East West Parliamentary Practice Project Organized the June 2005 Parliamentary Conference with participation of all parliaments in the region
Coordinated with PISG the implementation of the European Commission recommendations in the framework of the STM process	Yes	Regular meetings with PISG officials on STM recommendations, leading to their implementation in sectors such as energy and transport

Expected accomplishment 1.5: transition to a market economy

Planned indicators of achievement	Actual indicators of achievement
1.5.1 Legislative framework for the development of the Kosovo economy is compliant with European Union standards	Legislative framework for the development of the Kosovo economy is compliant with European Union standards
1.5.2 Operational and sustainable institutional and infrastructure base as evidenced by the quarterly expert performance assessment within the STM process	The Action Plan for the Implementation of the European Partnership was developed to establish institutional capacity as well as a database for implementation of the STM process. The first quarterly assessment was carried out after the first quarter of 2005

1.5.3 All property transactions are duly registered in the Kosovo cadastre	Information is not available as the reconstruction of the cadastre records is not completed. Reconstruction of the records through donor projects will commence in 2005/06. Regulations on the Immovable Property Rights Register and the Law on Cadastre were promulgated

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Adopted and implemented a legal and operational framework in the areas of property rights, commerce and competition, fiscal matters, and investment and infrastructure, in accordance with European Union standards	Yes	Drafted, reviewed and monitored implementation of laws adopted by the PISG in the areas of property rights, commerce and competition, fiscal matters, and investment and infrastructure
Provided public utilities on a regular basis without interruption or cuts in services	No	Ongoing attempts to put in place a framework to improve the provision of public utilities Korporata Energetica Kosoves (KEK) has maintained a power supply policy with load shedding of 5:1 (5 hours on for every 1 hour off) Provided relatively stable water supply Provided telecommunication and transport services with no major interruption
Designed and implemented restructuring plans for publicly owned enterprises and privatized socially owned enterprises, as provided for under the operational policies of the Kosovo Trust Agency	Yes	Incorporated Post and Telekom of Kosovo and Pristina Airport as Joint Stock Companies Progress made according to terms of reference for the incorporation of Korporata Energetica Kosoves (KEK), UNMIK Railways and District Heating Preparations for the incorporation in 2005/06 of a number of water, waste and irrigation enterprises Legal advice to the Kosovo Trust Agency for the privatization of 41 socially owned enterprises, and for the conclusion of contracts for the privatization of 28 socially owned enterprises to be realized in 2005/06
Adopted and implemented non-discriminatory policies on recruitment and public utility provision	Yes	Adopted and implemented non-discriminatory policies across publicly owned enterprises
Participated in 4 quarterly meetings of STM and regular sectoral meetings (on issues such as education, health, transport, communication, media and economy) to assess progress between quarterly STM meetings	Yes	Participated with the PISG in 3 meetings of the STM and 2 sectoral meetings

Component 2: rule of law

Expected accomplishment 2.1: progress towards an impartial, competent and multi-ethnic police, justice and penal system, supported by the public and PISG and based on respect for human rights

Planned indicators of achievement	*Actual indicators of achievement*
2.1.1 An 80 per cent increase in the number of cases of murders and serious assaults committed against minorities being tried by local prosecutors and judges, which were previously handled by international judges and prosecutors	A 33 per cent decrease in the number of cases of murders and serious assaults committed against minorities being tried by local judges which were previously handled by international judges (2 cases in 2004/05 compared to 3 cases in 2003/04) As a result of the March 2004 riots, international prosecutors handled all ethnically motivated cases of murders and serious assaults committed against minorities, and local prosecutors handled only cases of minor offence committed against minorities. Cases of murders and serious assaults committed against minorities that were not ethnically motivated were not selected by international prosecutors and often not reported to the international prosecutors by the police
2.1.2 Compliance with Council of Europe standards as well as United Nations standard minimum rules for the treatment of prisoners	Penal management complies with the minimum rules set by the United Nations and the Council of Europe for the treatment of prisoners
2.1.3 Compliance with requirements set by UNMIK, as the governing authority, for minority and gender representation within the police, justice and penal system	The requirements set by UNMIK for minority representation within the police, justice and penal system were not met owing to the Serbian parallel court system, the concentration of minority groups in specific locations and the lack of freedom of movement between different areas 9.3 per cent of members of the Kosovo Police Service, 4.5 per cent of judges, 2.2 per cent of prosecutors and 11.4 per cent of members of the Kosovo Corrections Service were Kosovo Serbs. 5.9 per cent of members of the Kosovo Police Service, 5.5 per cent of judges, 6.7 per cent of prosecutors and 3.5 per cent of members of the Kosovo Corrections Service were from other minority groups The requirement set by UNMIK for gender representation within the police, justice and penal system was not met owing to the traditional role of women in Kosovo society 13.7 per cent of members of the Kosovo Police Service, 26 per cent of judges, 16 per cent of prosecutors and 17 per cent of members of the Kosovo Corrections Service were women Gender and minority awareness policies incorporated into the Codes of Conduct, Code of Ethics and hiring procedures of the Kosovo Police Service and into the Codes of Conduct of the Kosovo Judicial Prosecutorial Council

2.1.4 **Increase in the number of Kosovo Police Service (KPS) members from 6,143 to the target figure of 6,500**	6,557 Kosovo Police Service members as at 30 June 2005

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Trained 420 Kosovan judges and prosecutors and 6,553 police officers on criminal codes, representing 100 per cent of judicial personnel and police officers	206	Judges trained (66 per cent of the judges, as only criminal judges were trained)
	112	Prosecutors trained (100 per cent of prosecutors)
	6 554	Members of the Kosovo Police Service (100 per cent of police officers)
Eliminated a backlog of 80 cases (as of August 2003) on judicial misconduct by local judges and prosecutors	No	Backlog increased to 104 cases, for most of which the investigation was concluded and only the final report is required, owing to the reallocation of resources to other priorities in the area of justice
Established operational responsibility of KPS in all police stations in Kosovo	No	Established operational responsibility of Kosovo Police Service in 33 of 35 stations. The 2 remaining stations are scheduled for transition during the third quarter of 2005
Set up 3 specialized KPS units as part of the KPS transition plan	Yes	Set up Canine Unit, the Regional Operation Support Unit, and Close Protection Unit
Established 10 local crime-prevention councils and 10 traffic-safety councils	30	Local crime-prevention councils
		No traffic safety councils were established as priority was given to the establishment of the local crime-prevention councils in order to increase trust of the minority communities
Managed 8 correctional facilities in accordance with international standards	8	Correctional facilities managed in accordance with European Prison Rules (Strasbourg 1987), 4 of which are under supervision of Kosovan staff
Produced a monthly television programme on law and order issues	No	The production of *Dosja e Krimit* was handed over to full local competence. In its place *UN Report* television show was launched in August 2004 covering UNMIK activities, United Nations-related issues globally and in the region
Transferred responsibilities to 22 local deputy prison directors	37	Deputy Directors
	13	In addition, transferred responsibilities to 10 Directors and 3 Deputy Commissioners

Expected accomplishment 2.2: improve effectiveness of systems to combat organized crime, inter-ethnic crime, terrorism and corruption

Planned indicators of achievement	*Actual indicators of achievement*
2.2.1 Increase by 80 per cent in the number of organized crime, human trafficking, inter-ethnic crime, terrorism and corruption cases tried by local judges and prosecutors, which are currently handled primarily by international judges and prosecutors	Percentage increase not determined as data for 2003 is not available. 3 cases handed over to local judges
2.2.2 A 150 per cent increase in the direct involvement of KPS officers in investigations of basic and serious crimes, in line with the plan for transition from international civilian police to KPS	All investigations of basic crimes are handled by Kosovo Police Service officers Crime clearance rate by the KPS for serious crimes increased from 23 per cent in 2003/04 to 44 per cent in 2004/05

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Trained and appointed 5 local prosecutors to the Public Corruption Prosecutor's Office	No	A Public Corruption Prosecutor's Office has not been created in Kosovo. The Kosovo Special Prosecutor's Office (KSPO) will incorporate a section that will handle allegations of corruption
Trained 185 local police officers to investigate organized crime, inter-ethnic crime, terrorism and corruption	138	Officers trained. Lower number due to the fact that only 138 officers were qualified for acceptance after completion of the application process
The Financial Information Centre is operational. It will receive and analyse reports of suspicious financial transactions disclosed pursuant to money-laundering regulations	Yes	The Financial Information Centre has received reports on cash transactions and suspicious transactions since 1 September 2004 and provides quarterly reports on its operations and statistics on cash and suspicious transactions
Developed a transfer plan for specialized areas: organized crime, financial investigations, intelligence, missing persons and forensics	Yes	Plan submitted to the Police Commissioner in June 2005
Concluded police cooperation agreements with Bosnia and Herzegovina, Croatia and Slovenia	No	Draft memorandums of understanding were sent to the concerned parties, who did not want to engage in signing cooperation agreements Informal agreements exist with Bosnia and Herzegovina, Croatia and Slovenia, as well as other countries through an agreement between UNMIK and Interpol

Concluded 6 comprehensive agreements on judicial cooperation with Albania, Bosnia and Herzegovina, Croatia, The former Yugoslav Republic of Macedonia, Serbia and Montenegro and Slovenia. Areas of judicial cooperation include extradition of accused persons, transfer of sentenced persons and execution of criminal judgements	No Concluded only 1 agreement on the transfer of sentenced persons, with The former Yugoslav Republic of Macedonia, as foreign authorities are reluctant to sign international agreements with UNMIK Agreement on mutual judicial cooperation is currently being drafted Proposed agreements on the transfer of sentenced persons have been transmitted to Slovenia, Hungary, and others, but have yet to be concluded

Component 3: support

Expected accomplishment 3.1: effective and efficient logistical and administrative support for the Mission

Planned indicators of achievement	*Actual indicators of achievement*
3.1.1 Recruitment time for the replacement of international staff in Pillars I and II and for national staff reduced sufficiently	Average recruitment time for Pillar I and Pillar II reduced to 8 weeks and 16 weeks, respectively, in 2005, compared to 18 weeks and 35 weeks, respectively, in 2004 No recruitment of national staff in 2004/05 owing to the downsizing of the Mission
3.1.2 The percentage of total inventory value awaiting write-off and disposal will be reduced from 1.9 per cent as at 30 June 2003 to 0.8 per cent as at 30 June 2005 and surplus stock holdings are to be reduced in value from 12.47 per cent of monthly holdings in 2003/04 to 8.1 per cent in 2004/05	The value of inventory awaiting write-off and disposal increased to 5.4 per cent of total inventory value as at 30 June 2005 owing to the ageing of the assets and to a delay in the planned sale of assets to the PISG attributable to PISG budgetary process Surplus stock holdings stood at 12.54 per cent of total inventory value as at 30 June 2005 owing to increasing number of items returned to inventory following the downsizing of the staffing level of the Mission
3.1.3 A 15 per cent increase in utilization rates for UNMIK vehicles, from the current rate of 1,915 kms per vehicle per month for standard vehicles and 1,041 kms per vehicle per month for heavy trucks to 2,202 kms per vehicle per month for standard vehicles and 1,197 kms per vehicle per month for heavy trucks in 2004/05	Utilization rates decreased to 1,680 kms per vehicle per month for standard vehicles and 740 kms per vehicle per month for heavy vehicles, owing to the drawdown of the Mission's activities, in particular the handing over of the civilian police patrolling duties to the Kosovo Police Service and the repatriation of special police units
3.1.4 Reduced rates of traffic accidents involving UNMIK personnel	The rate of traffic accidents has reduced from an average of 14 accidents per month in 2003/04 to an average of 12.8 accidents per month during 2004/05

3.1.5 Outsourcing of 6 management and maintenance services to local contractors, including grounds and building management, transport fleet maintenance and repair, generator/heating plant repair and maintenance service, accommodation service, documents reproduction service and car-washing facility	Outsourced the service and maintenance of heating plants, the rewinding and refurbishing of electrical motors and alternators, the balancing of vehicle wheels, car washing and accident repairs in the municipalities and in the Liaison Offices, as well as the removal of hazardous wastes and camp services

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Service improvement		
Time for replacement of staff in 2004/05 reduced from 3 months to 1 month for international staff and from 2 months to 3 weeks for national staff by re-engineering the recruitment process through faster short-listing and reduced time for paperwork and interviews of potential candidates	Yes	Re-engineered the recruitment process through faster short-listing and reduced time for paperwork and interviews of potential candidates
The rate of traffic accidents involving UNMIK personnel reduced from an average of 14 per month to an average of 10 per month	No	The rate of traffic accidents has reduced from an average of 14 accidents per month in 2003/04 to an average of 12.8 accidents per month during 2004/05 Trained 3,566 staff in operating armoured vehicles, advance driver training of recovery trucks, defensive and winter driving, material handling equipment, cargo loading and safety, and implemented a new UNMIK driver briefing
The utilization rate of 2,202 kms per vehicle per month for standard vehicles and 1,197 kms per vehicle per month for heavy trucks achieved	No	Utilization rates decreased to 1,680 kms per vehicle per month for standard vehicles and 740 kms per vehicle per month for heavy trucks owing to the drawdown of the Mission's activities, in particular the handing over of the civilian police patrolling duties to the Kosovo Police Service and the repatriation of special police units
Civilian police		
3,055 civilian police serviced, including rotations, payments and transport support	2 440	Average civilian police monthly strength

Civilian personnel		
An average of 3,695 international and national staff per month administered, including in respect of career development and payment of mission subsistence allowance and other entitlements	3 617	Total average numbers of 718 international staff, 2,692 national staff and 207 United Nations Volunteers
Outsourcing of 6 management and maintenance services to local contractors, resulting in a reduction of operational costs by some $1.3 million and a reduction of 5 international and 35 national-level posts in supply and engineering fields during the period from October 2004 to April 2005	Yes	Requirements for maintenance services were further reduced by $358,800, resulting from a revision of the Mission's plan of alteration, renovation and construction projects with a view to achieving savings, and from the handover of a higher than planned number of premises to the local government
The UNMIK 2004-05 downsizing plan, including a reduction of 135 international posts and 134 national-level posts from June 2004 to June 2005, implemented without interruption of support services	135	International staff posts reduced
	123	National staff posts reduced
Official travel		
2,402 personnel trained in the areas of communications, information technology, transport, security, air safety, finance, supplies, engineering and language skills	1 513	Personnel trained. The lower number was due to a revision of the Mission's training requirements with a view to achieving savings and to the cancellation of administrative training for security reasons
Facilities and infrastructure		
120 premises Kosovo-wide maintained, including Mission and administrative headquarters, 3 regional headquarters, 5 premises in municipalities, 5 logistics bases and 4 clinics	65	Premises maintained. The reduced number resulted from the handover of 55 premises to the local government
Ground transportation		
1,871 vehicles managed, including distribution, control, repair and maintenance, for civilian police and international and local staff	1 965	Vehicles managed In addition, repaired and maintained 53 non-United Nations-owned vehicles (contingent-owned vehicles, vehicles from United Nations agencies, the European Union and the Council of Europe) and 41 items of workshop equipment

Air transportation		
1 fixed-wing aircraft and 1 helicopter operated with 30 monthly block hours each, utilized in police operations, including witness protection and reconnaissance and VIP and liaison flights; 3,800 passengers and 3 tons of cargo delivered, and 156 shuttle flights to Belgrade completed	1	Helicopter (30 monthly block hours until 30 November 2004, 20 flight hours per month thereafter)
	1	Fixed-wing aircraft, terminated on 10 May 2005 owing to high operational cost
	1 700	Passengers
	1	Ton of cargo delivered
	96	Shuttle flights to Belgrade
Communications		
3 information programmes dedicated to core policy goals of UNMIK aired at prime time in Kosovo	3	Programmes aired (*Danas i Sutra*, *UN Report* and *Ekonomia e Re*)
Information technology		
An average of 3,500 communications and information technology users, excluding civilian police and members of formed police units, supported monthly by access to telephone, fax, e-mail and the Internet, where applicable	5 100	Extensions for telephone and fax
	2 500	Network users
	4 227	E-mail accounts
Integrated inventory management fully operational	Yes	Galileo operational since 17 June 2005
Medical		
UNMIK 12-bed health-care centre and regional clinics with a total capacity of 20,000 patients per year operated	25 149	Patients served in 12-bed health-care facility and 4 regional clinics. Higher number due to increased number of outpatient visits following the introduction of HIV testing services and additional laboratory tests

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2004 to 30 June 2005.)

Category	Apportionment[a] (1)	Expenditure (2)	Variance Amount (3) = (1) - (2)	Variance Percentage (4) = (3) ÷ (1)
Military and police personnel				
Military observers	1 453.3	1 282.5	170.8	11.8
Military contingents	—	—	—	—
Civilian police	85 158.8	87 033.0	(1 874.2)	(2.2)
Formed police units	17 481.2	17 937.8	(456.6)	(2.6)
Subtotal	**104 093.3**	**106 253.3**	**(2 160.0)**	**(2.1)**
Civilian personnel				
International staff	95 458.1	96 830.0	(1 371.9)	(1.4)
National staff	48 200.4	51 673.9	(3 473.5)	(7.2)
United Nations Volunteers	8 666.6	7 658.3	1 008.3	11.6
Subtotal	**152 325.1**	**156 162.2**	**(3 837.1)**	**(2.5)**
Operational costs				
General temporary assistance	105.6	234.2	(128.6)	(121.8)
Government-provided personnel	—	—	—	—
Civilian electoral observers	—	—	—	—
Consultants	—	211.8	(211.8)	—
Official travel	1 449.4	1 259.2	190.2	13.1
Facilities and infrastructure	16 109.3	14 601.5	1 507.8	9.4
Ground transportation	6 282.0	5 184.6	1 097.4	17.5
Air transportation	1 904.6	1 502.5	402.1	21.1
Naval transportation	—	—	—	—
Communications	4 955.2	3 359.3	1 595.9	32.2
Information technology	4 416.5	3 497.7	918.8	20.8
Medical	549.3	498.5	50.8	9.2
Special equipment	98.0	132.6	(34.6)	(35.3)
Other supplies, services and equipment	2 336.9	1 599.6	737.3	31.6
Quick-impact projects	—	—	—	—
Subtotal	**38 206.8**	**32 081.5**	**6 125.3**	**16.0**
Gross requirements	**294 625.2**	**294 497.0**	**128.2**	**0.0**
Staff assessment income	22 636.4	22 720.5	(84.1)	(0.4)
Net requirements	**271 988.8**	**271 776.5**	**212.3**	**0.1**
Voluntary contributions in kind (budgeted)	—	—	—	—
Total requirements	**294 625.2**	**294 497.0**	**128.2**	**0.0**

[a] Reflects adjusted distribution of approved resources between military contingents and formed police units.

B. Other income and adjustments

(Thousands of United States dollars)

Category	*Amount*
Interest income	796.1
Other/miscellaneous income	1 570.2
Prior-period adjustments	(149.3)
Savings on or cancellation of prior-period obligations	8 078.4
Total	**10 295.4**

C. Expenditure for contingent-owned equipment: major equipment and self-sustainment

(Thousands of United States dollars)

Category	*Expenditure*
Major equipment	
Formed police units	2 824.2
Self-sustainment	
Facilities and infrastructure	
Office equipment	48.4
Miscellaneous general stores	146.1
Communications	
Communications	290.5
Medical	
Medical services	230.6
Special equipment	
Observation	132.6
Subtotal	**848.2**
Total	**3 672.4**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	1	1 July 1999	—
Intensified operational condition factor	1	1 July 1999	—
Hostile action/forced abandonment factor	1	1 July 1999	—
B. Applicable to home country			
Incremental transportation factor	1 to 4		

IV. Analysis of variances[1]

	Variance	
Military observers	$170.8	11.8%

7. The reduced requirements were due mainly to lower expenditures for mission subsistence allowance, which resulted from a lower average euro/United States dollar exchange rate during the period than estimated for calculating costs and from a vacancy rate of 2.9 per cent whereas the cost estimates assumed no vacancies.

	Variance	
Civilian police	($1 874.2)	(2.2%)

8. Final expenditures were in line with projected expenditures for 2004/05 as contained in the note by the Secretary-General (A/59/692) on financing arrangements for UNMIK for the period from 1 July 2004 to 30 June 2005. The increased requirements resulted from additional mission subsistence allowance requirements, as stated in the note. The Mission reprioritized funds and deferred some planned expenditures under operational costs in order to absorb these additional requirements within the total amount appropriated for the Mission for 2004/05.

	Variance	
Formed police units	($456.6)	(2.6%)

9. The increased requirements were attributable mainly to the fact that estimates for cost for reimbursement of contingent-owned equipment were based on seven formed police units deployed from July 2004 to March 2005, whereas eight units were actually deployed during this period.

	Variance	
International staff	($ 1 371.9)	(1.4%)

10. Final expenditures were in line with projected expenditures for 2004/05 as contained in the note by the Secretary-General (A/59/692) on financing arrangements for UNMIK for the period from 1 July 2004 to 30 June 2005. The additional requirements were attributable to a higher actual ratio of common staff costs to net salaries than originally estimated in the 2004/05 budget, as set out in the note. The Mission reprioritized funds and deferred some planned expenditures under operational costs in order to absorb these additional requirements within the total amount appropriated for the Mission for 2004/05.

[1] Resource variance amounts are expressed in thousands of United States dollars.

	Variance	
National staff	($3 473.5)	(7.2%)

11. Final expenditures were in line with projected expenditures for 2004/05 as contained in the note by the Secretary-General (A/59/692) on financing arrangements for UNMIK for the period from 1 July 2004 to 30 June 2005. The additional requirements were due to revised salary scales, as set out in the note. The Mission reprioritized funds and deferred some planned expenditures under operational costs in order to absorb these additional requirements within the total amount appropriated for the Mission for 2004/05.

	Variance	
United Nations Volunteers	$1 008.3	11.6%

12. The lower requirements were mainly attributable to the actual vacancy rate of 17.3 per cent over the financial period, whereas no vacancy rate was assumed in the budget.

	Variance	
General temporary assistance	($128.6)	(121.8%)

13. The additional requirements resulted from the need, identified after the March 2004 riots, to hire on a short-term basis seven individual contractors to address issues of public awareness, missing persons and forensics, law enforcement and field integration.

	Variance	
Consultants	($211.8)	—%

14. The expenditure related to the short-term hiring of five consultants, following the March 2004 riots, to assess the political implications of the riots, to oversee the Mission's security operations, to assist in the formulation and implementation of policies addressing the concerns of minority communities and to increase trust between majority and minority communities, and to create an archaeological inventory.

	Variance	
Official travel	$190.2	13.1%

15. The reduced requirements resulted mainly from the fact that the Mission revised its travel plan, particularly in the areas of civil administration, police assessment and administrative support, as well as its training plan, particularly in the areas of communications, information technology and air operations, with a view to achieving savings.

	Variance	
Facilities and infrastructure	$1 507.8	9.4%

16. The lower requirements were attributable mainly to the implementation of economy measures, which included a revision of the Mission's plan for alteration, renovation and construction projects resulting in cancellation of or reduction in the scope of some projects, the introduction of e-requests for supplies and services, enhanced utilization of spare parts salvaged from damaged and obsolete equipment, preventive maintenance work on equipment and better utilization of existing spare parts stocks.

	Variance	
Ground transportation	$1 097.4	17.5%

17. The lower requirements were due mainly to the fact that the Mission received at no cost (except for freight cost) 72 4x4 vehicles from the surplus stock of the United Nations Operation in Côte d'Ivoire.

	Variance	
Air transportation	$402.1	21.1%

18. The lower requirements resulted primarily from reduced flying hours of the helicopter as well as the fixed-wing aircraft, which contract was terminated in May 2005.

	Variance	
Communications	$1 595.9	32.2%

19. The lower requirements were due to the fact that the Mission had to postpone the procurement of some of its communications equipment as well as of some of its spare parts in order to accommodate the additional requirements under military and police personnel and under civilian personnel.

	Variance	
Information technology	$918.8	20.8%

20. The lower requirements were due to the fact that the Mission had to postpone the procurement of some of its information technology equipment as well as of some of its software packages in order to accommodate the additional requirements under military and police personnel and under civilian personnel.

	Variance	
Medical	$50.8	9.2%

21. The lower requirements were due mainly to lower than estimated needs for medical services as well as for the replacement of medical equipment.

	Variance	
Special equipment	($34.6)	(35.3%)

22. The increased requirements were attributable to higher self-sustainment cost than estimated, as cost estimates were based on average reimbursement rates since the specific formed police units which would be repatriated in 2004/05 were not known at the time of budget preparation.

	Variance	
Other supplies, services and equipment	$737.3	31.6%

23. The reduced requirements were attributable mainly to the signing of a new contract with more favourable terms for the high performance photocopying needs of the Mission.

V. Actions to be taken by the General Assembly

24. **The actions to be taken by the General Assembly in connection with the financing of UNMIK are:**

(a) **To decide that Member States shall waive their respective shares in other income for the period ended 30 June 2005 amounting to $10,295,400, and their respective shares in the amount of $31,000 from the unencumbered balance of $128,200 for the period ended 30 June 2005, to be applied to meeting the current and future after-service health insurance liabilities of the United Nations;**

(b) **To decide on the treatment of the remaining unencumbered balance of $97,200 for the period ended 30 June 2005.**

United Nations A/60/638–S/2005/836

General Assembly
Security Council

Distr.: General
28 December 2005
English
Original: Arabic

General Assembly
Sixtieth session
Agenda item 14
The situation in the Middle East

Security Council
Sixtieth year

Identical letters dated 28 December 2005 from the Chargé d'affaires a.i. of the Permanent Mission of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

On instructions from my Government I wish to inform you of the following:

1. At 4.20 a.m. on 28 December 2005 two Israeli warplanes attacked the Na'imah district, situated south of the capital, Beirut, far into Lebanese territory, firing two air-to-ground missiles at the said area. In addition, six Israeli warplanes violated Lebanese airspace, from Naqurah in the south to the city of Tripoli in the north, reaching as far as Rashayya and Hasbayya in eastern Lebanon, where they carried out mock attacks;

2. These violations, committed within the context of constant, near-daily Israeli violations of Lebanese sovereignty and the Blue Line, jeopardize international security and peace and thus require on the part of the Security Council a tough stance with respect to Israel in order to call a halt to such acts of aggression;

3. As for the firing in the direction of the area south of the Blue Line, the competent authorities are conducting an investigation to ascertain the perpetrators. The Government of Lebanon is determined to prosecute them and to use its best efforts to prevent the repetition of such acts in the future.

I should be grateful if you would have this letter circulated as a document of the General Assembly under agenda item 14 and of the Security Council.

(*Signed*) Ibrahim **Assaf**
Chargé d'affaires a.i.

05-66612 (E) 291205 291205

United Nations A/60/639-S/2005/837

General Assembly
Security Council

Distr.: General
28 December 2005

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General Assembly
Sixtieth session
Agenda items 14 and 108

Security Council
Sixtieth year

The situation in the Middle East

Measures to eliminate international terrorism

Identical letters dated 28 December 2005 from the Chargé d'affaires a.i. of the Permanent Mission of Israel to the United Nations addressed to the Secretary-General and the President of the Security Council

It is with great dismay that I report that yet another terrorist attack was perpetrated against the citizens of Israel.

Yesterday, on 27 December 2005, terrorist organizations operating in southern Lebanon fired at least nine 107 millimetre rockets, some Katyusha rockets, towards Israeli towns and communities in northern Israel, making direct hits onto houses and apartment buildings, creating extensive damage and generating fear among residents.

Two rockets landed in Kiryat Shmona; one landed on a staircase of a three-story apartment building and another completely destroyed a living room of a house. Other rockets landed in an open field near the *kibbutzim* Chanita, Yaara and Matsuba, near the Lebanese border. Two other rockets landed in Lebanese territory. As a result of these deplorable attacks, four individuals had to be treated for shock, and residents throughout the north were forced to flee into bomb shelters. It is only by chance that the number of casualties was not significantly higher.

These grave incidents underscore once again the urgent need of the Lebanese Government to fulfil its obligations, as set out in Security Council resolutions 425 (1978) and 1559 (2004), to prevent further terrorist attacks emanating from Lebanon and employ full jurisdiction over its territory up to the blue line. Israel cannot tolerate the targeting of its citizens in terrorist attacks originating from a neighbouring country.

Israel calls on the international community to strongly denounce the continuation of terrorist attacks, including those emanating from Lebanese territory, and to see to it that the Government of Lebanon takes immediate steps to prevent further terrorist attacks.

05-66618 (E) 291205

I would be grateful if you would arrange to have the text of the present letter circulated as a document of the sixtieth session of the General Assembly, under agenda items 14 and 108, and of the Security Council.

(*Signed*) Ambassador Daniel **Carmon**
Chargé d'affaires a.i.

United Nations A/60/640

General Assembly

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29 December 2005

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Sixtieth session
Agenda item 32
Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

In its 2005 report the Special Committee on Peacekeeping Operations requested the Secretary-General to submit a report on progress made in the implementation of the recommendations contained therein. The present report reviews progress in the context of an assessment of United Nations peacekeeping reform over the past five years. The report considers the evolution of global peacekeeping in that period and the current challenges that United Nations peacekeeping faces to effectively support and strengthen transitions from conflict to sustainable peace. It proposes an agenda to meet these challenges based on five priority areas for reform — partnerships, doctrine, people, organization and resources — and invites the Special Committee to consider this agenda at its forthcoming session. The report includes an annex detailing the progress of the Secretariat in implementing the recommendations made by the Special Committee at its 2005 resumed session on a comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations. A supplementary matrix (A/60/640/Add.1) provides further details on the implementation of each recommendation of the Special Committee.

05-66722 (E) 240106

I. Introduction

1. The report of the Panel on United Nations Peace Operations of 17 August 2000 (see A/55/305-S/2000/809), under the chairmanship of Lakhdar Brahimi, was the first comprehensive review, in over 50 years of peacekeeping, of the Organization's capacities and procedures for planning and conducting peace operations. The impetus for my decision to request that report was the sudden surge, in 1999, in global peacekeeping demands, and careful reflection on lessons learned from difficult experiences of United Nations peacekeeping operations in the mid-1990s. With the guidance of the Special Committee on Peacekeeping Operations, many of the recommendations of the report of the Panel were translated into a substantive plan of reform for United Nations peacekeeping (A/55/502 and A/C.4/55/6).

2. In 2003, a new and sustained surge in demand for United Nations peacekeeping began. Over the past two and a half years complex peace operations have been launched in Burundi, Côte d'Ivoire, Haiti, Liberia and the Sudan. The peace operation in the Democratic Republic of the Congo was significantly expanded while, over the course of 2005, United Nations operations in Timor-Leste and Sierra Leone underwent major transitions towards longer-term peacebuilding. The bulk of United Nations peacekeepers, having successfully fulfilled their mandate, will withdraw from those two countries by early 2006. In Afghanistan, Burundi, Iraq and Liberia the United Nations supported national elections and is currently assisting the Democratic Republic of the Congo and Haiti in election preparations. As of December 2005, the Department of Peacekeeping Operations directs 16 peacekeeping operations and two other peace operations. It provides administrative and logistics support for an additional 13 United Nations special political missions and offices around the world, as well as to the African Union Mission in Darfur, the Sudan. The total number of uniformed personnel in the field currently stands at approximately 70,100. Civilian personnel number 15,000.

3. I wish, at the outset, to express my sincere gratitude to those Member States and individuals who commit their resources and skills in the service of peace and, in particular, to welcome those countries that have become contributors to United Nations peacekeeping for the first time in 2005. Their engagement means survival and the prospect of a life free of fear for millions of men, women and children around the world. It is a commitment that can demand great sacrifice. I pay tribute to the 118 peacekeepers who paid the price with their lives in 2005.

4. The challenges presented by this latest period of rapid increase in United Nations peace operations have dominated the attention of the Department of Peacekeeping Operations. That four complex peace operations were planned and launched in 2004 alone and preparations for the conclusion of two established complex peace operations were set in motion in 2005 is a demonstrable indication of the improved capacity of the Secretariat to plan, direct, support and transition out of peace operations. This is a direct result of the peacekeeping reforms that have been undertaken, with the cooperation of Member States, over the past five years. Nevertheless, the focus on operational challenges has meant that the Secretariat has had less opportunity to address some of the long-term, institutional development elements of the reform agenda. It has also prevented us from collectively addressing the evolving agenda of global peacekeeping, identifying key forthcoming challenges and the ways United Nations peacekeeping can best address them.

5. Five years after the launch of the United Nations peacekeeping reform process, in a year when the Organization considered how the United Nations could be best equipped to meet the needs and challenges of the twenty-first century, it is now incumbent upon us to set the agenda for the next 5 to 10 years of United Nations peacekeeping. At the core of this agenda are five objectives: (a) to improve our ability to support and strengthen a fragile peace once the Security Council has taken the decision to establish a United Nations peace operation; (b) to enhance the security and safety of the uniformed and civilian personnel who are taking great risks in the field; (c) to ensure that we manage the resources entrusted to us by Member States in the most cost-effective and efficient manner possible and are held to account against the highest standards of integrity; (d) to increase the sum and quality of global peacekeeping by working with and in support of regional peacekeeping capabilities; and (e) to prevent United Nations peacekeepers, by their presence or actions, from having any negative impact on populations and countries where they are deployed.

6. The present report proposes the basis of an agenda for the consideration of the Special Committee. Section II assesses the implementation of peacekeeping reforms over the past five years. Section III addresses the evolution of global peacekeeping and the challenges that we now face to effectively support and strengthen transitions from conflict to sustainable peace. Section IV outlines an agenda of five priorities to meet these challenges. Given the consideration by the Special Committee in 2005 of the report of my Special Adviser on sexual exploitation and abuse, Prince Zeid Ra'ad Zeid Al-Hussein, Permanent Representative of Jordan, "A comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations" (see A/59/710), the present report includes an annex detailing the progress of the Secretariat in implementing the recommendations of the Special Committee. In response to positive feedback from the Special Committee, I am again submitting a supplementary matrix (A/60/640/Add.1) that provides further details on all recommendations contained in the Special Committee's 2005 report (A/59/19/Rev.1).

II. Status of reform

7. The reform plan that has shaped the agenda of United Nations peacekeeping since 2000 has brought substantial improvements to the way we plan, launch and direct peace operations. United Nations peacekeeping is more consistently directed at situations for which it is designed, in support of a peace process and with the basic consent of the parties. The mandates of United Nations peacekeeping operations now leave no ambiguity about the duties of peacekeepers, within their means, to protect civilians under imminent threat, promote human rights and target essential elements for immediate post-conflict stabilization. Disarmament, demobilization and reintegration, rule of law and quick-impact projects are core aspects of this effort. The Secretariat now has a defined system for rapid deployment and, with the strategic deployment stocks and the provision of a pre-mandate commitment, materiel and financial tools to facilitate it. In this regard, the establishment and replenishment of mission start-up kits, which now include a mission headquarters start-up, at the United Nations Logistics Base at Brindisi, Italy, has been particularly important. The revision of financial regulations and rules in 2003 and of the Procurement Manual in 2004 has streamlined procedures and

made them more field-oriented. Systems contracts have been renewed and expanded to cover a broader range of equipment under contractual arrangements. Field missions have been given greater flexibility in the management of their budgets and in their capacity to procure locally.

8. Increased staff levels have strengthened Headquarters capacity to plan and support operations. The additional military planners, police, political officers and logistics and finance experts recruited in 2002-2003, after a comprehensive assessment by external management consultants of appropriate staffing levels, have been important in managing the latest surge of new missions, although this task has deflected such staff from the training, planning and policy-development tasks they were initially envisaged to undertake. The separation of military and police functions and the establishment of a Criminal Law and Judicial Advisory Unit introduced new capacities in the area of rule of law. The Secretariat now has specialist expertise in the cross-cutting areas of gender, HIV/AIDS and disarmament, demobilization and reintegration. The creation of a Peacekeeping Best Practices Section is helping the Secretariat to become a learning organization, drawing on lessons and best practices from previous and current peace operations, Member States' experiences, regional organizations and other peacekeeping partners. Best practices officers and focal points are in place in seven United Nations peace operations.

9. One essential success in the reform agenda is improved cooperation between the Secretariat and troop-contributing countries. The creation of dedicated capacity for force generation has provided a focal point for almost daily formal and informal contact with troop-contributing countries. Likewise, the Police Division is in regular contact with those countries providing police personnel. In 2005 the Department of Peacekeeping Operations initiated a series of informal briefings and meetings with the Special Committee, which have provided opportunities for early and transparent consultation on key policy issues. Informal working groups of the Special Committee have been established to assist in implementing and elaborating its recommendations with regard to issues such as the standing police capacity concept. The input and guidance of Member States benefits the quality of the Secretariat's work and facilitates the early sharing of information and commitments.

10. These reforms amount to a substantial record of progress in United Nations peacekeeping. There are six areas, however, where the rate of reform has not matched the demands of a rapidly changing global peacekeeping environment, as set out below.

United Nations standby arrangements

11. The reform of the United Nations Standby Arrangements System (UNSAS) was a central element in the effort to increase the capability of the United Nations to rapidly deploy military and police personnel. This reform comprised three elements: regular communication between participants and the Department of Peacekeeping Operations on the status of national commitments in UNSAS; arrangements for the provision of specialized enabling resources and strategic lift capabilities to UNSAS; and the commitment of brigade-sized forces to UNSAS by regional organizations. Some good progress has been made with regard to improving communication with Member States, including revised templates for quarterly updates on the status of

committed national resources and the creation of a military on-call list for staff officers and military observers.

12. There has been little progress, however, in other areas. Few Member States have signed on to arrangements to participate in the rapid deployment level added to UNSAS in 2002. The weakness of the UNSAS rapid deployment mechanism was evident in the launch of the United Nations Mission in the Sudan (UNMIS). Despite almost one year of pre-mandate planning for the operation, including through the deployment of an advance mission, no Member State expressed interest in elaborating draft memorandums of understanding in advance of a Security Council mandate. The on-call list of 100 United Nations police has not had a significant impact in accelerating the deployment of police to new operations. The provision of specialized enabling resources to UNSAS also remains problematic, particularly strategic airlift capacities to move troops and contingent-owned equipment to and from mission areas. Although the 2005 World Summit Outcome (see resolution 60/1) reiterated the call for regional organizations to consider putting their peacekeeping capabilities under United Nations standby arrangements, no regional entity has, to date, responded to that appeal. In the light of this mixed record of reform in standby arrangements, I share the view of the Special Committee that a comprehensive review of UNSAS is required.

Civilian personnel

13. The recruitment and retention of qualified, motivated and disciplined civilian peacekeeping staff have proved difficult. The Department of Peacekeeping Operations, in cooperation with the Office of Human Resources Management, has taken a comprehensive approach to identifying human resource needs and has begun to establish generic job profiles and vacancy announcements as a starting point for the development of rosters of pre-vetted and qualified personnel in a wide variety of occupational groups deployed in United Nations peace operations. While the Galaxy system has been fully deployed for advertising Headquarters and mission posts, refinements are required to facilitate the electronic screening of almost 150,000 applications received this year. Further delegation of administrative and recruitment authority to managers in the field is also under way. These efforts are hampered, however, by onerous rules and non-competitive regulations and conditions of service that apply to civilian peacekeeping staff, despite the urgent recruitment needs of current operations.

Policy doctrine and development

14. While some progress has been made in developing principles and policies, the focus on managing the most recent surge has prevented the Secretariat from being able to apply the military, police and civilian resources and expertise required to put in place a mechanism for the elaboration, promulgation and dissemination of United Nations policies and practices in peacekeeping. At the same time, the growing complexity of peacekeeping mandates is expanding the range of issues for which clear and consistent policies are required.

Integrated planning and the role of integrated mission task forces

15. The integrated mission task force concept represented an ambitious mechanism by which integrated planning would be conducted with all United Nations partners

throughout the life cycle of a complex peace operation. While the mechanism has functioned well as a forum for information exchange, it has been less successful at providing strategic planning and management, in part because its most crucial innovation, the secondment of staff with decision-making authority, is a resource-heavy commitment that is difficult to implement. The Special Committee has underscored its belief that there is scope for better integrated planning and coordination at Headquarters and in the field.

Strategic analysis and information and the role of information technology

16. The report of the Panel on United Nations Peace Operations argued that successful mission planning and management required the Department of Peacekeeping Operations to have adequate capability for strategic information and analysis. Member States decided that a separate information and analysis unit was not required. There was, however, broad agreement that the Secretariat needed to make better use of information technology (IT) systems in directing and managing peace operations around the world. IT is crucial for supporting the flow of information and knowledge management between Headquarters and the field. In modern field operations it is a vital tool in the collection, analysis and dissemination of information on which the safety and security of personnel are hugely dependent. IT is also a central part of effective communication with the local population in mission areas, as well as with the public in troop-contributing countries and beyond, a task which the Special Committee has underscored. While good progress has been made in increasing public information capacities in the field, resource considerations have prevented the development of comprehensive IT and public information strategies at Headquarters.

Organization and management culture

17. The reform process initiated in 2000 brought substantive organizational and management change to the Department of Peacekeeping Operations. These reforms have contributed to Headquarters planning and support and to more delegation of authority to field missions. But challenges remain in ensuring the presence of the necessary expertise in the field for successful delegation, overcoming stovepiped approaches to the field at Headquarters, assisting senior staff in rationalizing administrative management to devote more energy to strategic management and midterm planning, increasing accountability, and maximizing the potential of technical expertise, particularly military and police, in directing and supporting the full range of tasks undertaken in complex missions.

III. Challenges for United Nations peacekeeping

18. There are five pressing reasons why we now need to address outstanding areas of progress as a matter of urgency. The first reason is to ensure the success of our current missions and the safety and security of our personnel. In operating at full capacity, the Department of Peacekeeping Operations is forced to thinly stretch personnel, logistics and financial resources at Headquarters and in the field. In best-case scenarios, this strategy is acceptable. In a number of the operations where United Nations military, police and civilian personnel are deployed today, however, such scenarios do not always predominate. There is, instead, evidence of worst-case behaviour from factions that remain outside a peace process, from ex-combatants

frustrated at the failure of a peace agreement to generate immediate returns; from criminal gangs that exploit conflict for their own, lucrative, ends; and from individuals and groups that stand to lose power and influence in the changed political arrangements that a peace process typically ushers in. The presence of such actors poses serious risks for the safety and security of United Nations peacekeeping personnel. The Special Committee has repeatedly expressed its concern about the precarious security environment that prevails in many field missions. Precisely because United Nations peacekeepers are stretched on the ground, it is incumbent on the Secretariat to have adequate and professional capacity to plan for and address contingencies that may arise and thereby ensure the safety and the success of the mission and its personnel. We have made good progress in some important areas, particularly with the development of a model for joint operations centres and joint mission analysis centres and their impending establishment in all multidimensional missions. Further strengthening of our capacity to safely negotiate insecure environments is required, including through the improved use of information technology in the field.

19. The second reason is to ensure that the high standards of accountability and conduct we have collectively set for United Nations peacekeepers are not undermined by weak oversight and lack of guidance or discipline. The revelations of sexual exploitation and abuse in a number of United Nations peacekeeping operations that were addressed in the report of my Special Adviser on the issue were a shameful reminder of what can go wrong when systems of guidance and oversight are not in place. The Special Committee's consideration of that report, and the raft of reforms that we have agreed to implement as a result, demonstrates the progress that can be made in increasing accountability and discipline in United Nations peace operations. However, we have a considerable way to go, and we cannot wait for damaging revelations of misconduct to be the driver of progress.

20. The third reason is to maximize effective financial and resource management. We need to retain the confidence of Member States that resources are used in a cost-effective and responsible manner, particularly as we continue to adapt peacekeeping procurement and financial mechanisms to be more flexible in response to the needs of complex and often large field operations. The more we delegate to the field, the more confident we need to be that effective reporting and oversight mechanisms are in place.

21. The fourth reason why we must improve in those areas that remain weak is to adapt to and better address future peacekeeping challenges. It is not only the number of peace operations around the world that is growing, the scope of the tasks of peace operations is also increasing. In many cases we operate in parts of the world where the State either has collapsed or is severely weakened. United Nations peacekeepers are often called upon to take the lead in providing security and public order for local populations. These tasks include countering violent threats to peace and disarming and demobilizing ex-combatants. They also include the protection of civilians; the protection of key installations and infrastructure; and assisting in the reform and establishment of national security institutions such as the army and the police.

22. It is not only the security tasks of peacekeeping operations that have expanded; we are collectively confronting the reality that security is only one part of the quest for a self-sustaining peace. The establishment of the Peacebuilding Commission and the Peacebuilding Fund reflects this recognition. Peacebuilding cannot start upon

the conclusion of a peacekeeping operation. It is not an exit strategy for United Nations peacekeepers, but the guiding principle of our entry. Even in the process of initial stabilization we must begin to treat the symptoms of chronic deprivation and start the long-term effort of building a sustainable peace. This is leading us to undertake a broader range of tasks in United Nations peace operations, to support and assist local capacities in areas such as public administration, restructuring of rule-of-law institutions and local governance. It is also leading us to give greater consideration to the question of how we can better engage and work with the local communities whose ownership is essential to successful peacebuilding. We need to have the skills to plan and carry out these non-military tasks effectively at the outset.

23. The fifth reason is that United Nations peacekeeping must be able to work effectively with the increased range of actors, both United Nations and non-United Nations, involved in peacebuilding. The engagement of regional arrangements in peacekeeping, in particular, is to be welcomed as offering new opportunities to make a net gain in our collective ability to promote peace and security under the responsibilities of the Charter of the United Nations. To take advantage of this potential, and to faithfully uphold the responsibilities of the United Nations in the maintenance of peace and security, we must actively engage with our partners. Global, equitable and comprehensive peace operations require shared understanding, common standards and frameworks for cooperation. The Secretariat can play an important role in setting these standards and in facilitating effective partnerships among regional organizations.

IV. Meeting the challenges: adaptation, flexibility and professionalism

24. To successfully meet these challenges and achieve the objectives of United Nations peacekeeping, I am proposing an agenda of five priority areas where I believe we need to concentrate our collective efforts: partnerships, doctrine, people, organization and resources. A number of these elements have already been identified by the Special Committee. I would invite the Committee, at its forthcoming session, to explore with the Secretariat how we can best take forward the implementation of this agenda.

Partnerships

25. The essence — and the challenge — of complex peace operations, as the Special Committee has pointed out, is the integration of all parts of the United Nations system in the planning and delivery of field operations. The breadth of capacities that the United Nations system can bring to a post-conflict context is unparalleled; our record of maximizing this potential, however, has been mixed. In July 2005 my Policy Committee initiated a substantial new drive to make integration the guiding principle of United Nations peace operations.

26. One key initiative is to implement integrated planning at Headquarters and in the field at all phases of a peace operation, from pre-mandate preparation to mission start-up, mandate implementation, periodic review and closure. Comprehensive integrated planning will enhance the Secretariat's capacity to identify responsibilities for implementation and improve accountability in the field. I have

set out new guidance on integrated missions to assist in clarifying the authority, roles and responsibilities of different members of the United Nations system. This is an important step in facilitating greater coherence in integrated missions and in delineating the areas where we need to establish better frameworks for establishing and coordinating priorities. One clear example of this is the need to balance the imperative to provide a peace dividend through, for example, quick-impact projects, with the need to set in motion long-term capacity-building programmes that are at the heart of sustainable peacebuilding. As part of this coordination effort, we need to agree on detailed guidelines on how we cooperate with our humanitarian and development partners in the sequencing and the implementation of priorities.

27. The inter-agency review of the integrated mission planning process is the first step in implementing this commitment and is due to be completed in the first half of 2006. As recommended by the Special Committee, an integrated mission planning process handbook and training course for all stakeholders will be important tools in helping disseminate the revised process and will be among priority products of the review. The input of Member States will be an important step to ensure the quality and effectiveness of these tools.

28. In order to achieve maximum impact in post-conflict countries, we need to bring together the distinct capabilities of the different parts of the United Nations system in a coherent way. The Department of Peacekeeping Operations, for example, has particular expertise in military and police-related areas of peace operations. Yet these are not the only tasks required in a complex peace operation — human rights, elections, capacity-building and humanitarian and development activities are all critical components of a sustainable recovery process. Against this backdrop we need to forge strategic partnerships within the United Nations system that build on complementarities while reducing overlaps between the different actors. This is particularly the case for cross-cutting tasks such as disarmament, demobilization and reintegration, rule of law, security-sector reform, public administration and support for political processes. While the Department of Peacekeeping Operations has functional expertise in these areas, none of them can be neatly segmented: the experiences of the integrated disarmament, demobilization and reintegration standards and the Mine Action Service have demonstrated how each United Nations partner brings different skills and input to the collective endeavour. We need to identify key partners in post-conflict contexts and the types of partnership arrangements needed to synergize activities in different functional areas. Security-sector reform in post-conflict countries is a particular area where the relevant United Nations partners must elaborate a strategic framework for coordinated action, based on the identification of existing competencies and expertise as well as the means for their effective deployment.

29. The emergence of regional organizations as peacekeeping actors in their own right offers substantial opportunities for partnership with the United Nations. In September 2005 the World Summit affirmed the importance of our relationship, and we already enjoy substantial operational cooperation with a range of regional actors. The challenge is to translate this experience into predictable frameworks for cooperation in peace operations. One mechanism is the negotiation of arrangements for cooperation, as we have already undertaken with the European Union, in areas such as common peacekeeping standards, joint training and exercises, communications and best practices. Such mechanisms could include, as the 2005 World Summit proposed, arrangements for the provision of regional capacities in

support of United Nations peace operations. We have discussed possible frameworks for our cooperation in the past. I believe that now it is time to move ahead and implement these arrangements. There is no one-size-fits all approach. I thus propose to take up with each interested partner the elaboration of concrete modalities for operational cooperation in peacekeeping.

30. In this context, the Special Committee has underscored the need to further deepen the relationship between the United Nations and the African Union (AU). The Secretariat has been actively supporting the enhancement of African peacekeeping capacities for some time now. This includes the training of African military and police personnel, the systematic identification and evaluation of AU needs and support for the development of AU planning and management capacities, including the establishment of an AU situation centre. The United Nations Assistance Cell set up of AU headquarters in October 2004 is intended to provide specific planning and management support for the AU Mission in Darfur. The Department of Peacekeeping Operations has deployed military, finance, logistics and police experts to the Assistance Cell in support of the AU Mission.

31. To date, however, Secretariat support for AU has been provided in an ad hoc way, driven by contingencies rather than strategy, administered by different people and contact points, and enabled by resources intended for the running of the United Nations Secretariat. No dedicated staff are assigned to this partnership, and there is no specific budget dedicated to it. The Special Committee has specifically recommended a longer-term programme that would include staff exchanges and secondments and the provision of a core planning and advisory capacity to AU. The commitment of the 2005 World Summit to establish a 10-year AU capacity-building plan is an opportunity to realize a strategic, long-term partnership. AU has already indicated to the United Nations the areas in which it would like to move this partnership forward and has placed particular emphasis on support for the enhancement of AU peacekeeping capacities. To meet this request, I propose to create within the Department of Peacekeeping Operations a dedicated full-time capacity that could serve as a single point of contact for AU and other partners on matters related to AU peacekeeping. This capacity would be the source for setting capacity-building strategies, coordinating and implementing assistance and support related to peacekeeping. It would be interdisciplinary and include experts in identified priority areas such as logistics, training, doctrine, and strategic and operational planning.

Doctrine

32. Meeting the challenges of the future, and working successfully in partnerships, requires us to define and clearly articulate what United Nations peacekeeping can do, and how. This is the first step towards establishing standards for United Nations peacekeeping that can be translated into guidance for missions and staff in the field. While every peacekeeping experience is unique, an enormous amount of experience has been garnered over decades of United Nations peacekeeping. The Special Committee has repeatedly recommended that the Department of Peacekeeping Operations systematically collect best practices from a wide variety of field, national and regional sources and use them to develop generic peacekeeping policies, procedures and guidelines.

33. In 2005 we embarked on a comprehensive effort to implement the Committee's recommendation. Given the enormous ambiguity and uncertainty surrounding the most basic precepts of peacekeeping, this task is an enormous challenge. What do we mean by terms such as "robust peacekeeping", and what does this mean for a police officer or soldier serving in a United Nations mission? Does it involve similar tasks from mission to mission? What are the conditions under which we adopt particular approaches to the protection of civilians? What is involved in tasks such as support for the extension of State authority, and what guidance can a civilian peacekeeper rely on to assist him/her in carrying out advisory and support tasks in, for example, strengthening of the rule of law? The mandates of United Nations peacekeeping operations do not provide the sort of detailed guidance that personnel need in the field. The terminology used is a subject of debate, as the Special Committee has pointed out. Do we agree that "peace operations" is a term that describes multidimensional operations with wide mandates that include capacity for robust response in support of political, humanitarian and development actions to secure a sustainable peace? And are we agreed that this description is a more accurate reflection of the functions of United Nations peacekeeping today? These are fundamental questions that we must address as we embark on a new agenda to improve the way we collectively respond to conflicts in our world today. The Special Committee has a particular role to play in this debate, given the focus of its work and the expertise its members bring to bear on issues related to peacekeeping.

34. The guidance project of the Department of Peacekeeping Operations offers a framework for this endeavour. It has three key components: first, the completion of an inventory of existing written practice in peacekeeping tasks, mission management and support; second, the prioritization of areas in need of further policy development and the tasking of the drafting of such guidance materials; and third, the establishment of a system for the review of guidance materials and their dissemination to the missions. The products of this substantial, multi-year task will be fed into and shape the training, performance and evaluation of staff and will include the objective of facilitating mission management and interaction. It will be a living doctrine that adapts to ongoing experiences and conditions. Putting it in place will require the active commitment and support of Member States and willingness to share experiences, policies and guidelines for peacekeeping in each of the three components. I invite the Special Committee to explore with the Secretariat how practical mechanisms for such engagement might be put in place.

Personnel

35. Almost six decades of United Nations peacekeeping have demonstrated that the success of our collective enterprise depends on the people who constitute it. Despite the length of this experience and the recognition that peacekeeping is a core function of the Organization, the United Nations has not properly established and invested in the development of professional civilian peacekeepers. Of the 5,117 internationally recruited staff members currently serving in United Nations peace operations, 4,087 hold appointments of one year or less for service limited to a particular operation or office, and 695 are on assignment from other parts of the United Nations system. Only 335 have Field Service Officer status with conditions of service that constitute recognition of, the unique responsibilities for rapid deployment, mobility and hardship service routinely expected of field staff.

36. These conditions pose significant challenges to the recruitment and retention of highly qualified, professional, capable and accountable staff and leadership. Renewed efforts are now required to meet this goal: targeted planning and efforts to meet identified human resource needs, based on assessments of evolved needs of the past decade and projects for the medium term; harmonized and appropriate conditions of service; delivery of effective training and work experience opportunities to develop staff to meet the needs of peacekeeping; streamlined human resources systems, rules, regulations and salary and benefit packages that ensure timely and accountable administration and management; and effective conduct and discipline systems that ensure the highest standards of behaviour and accountability.

Civilian personnel

37. The absence of a core of professional peacekeepers poses the greatest challenge to meeting the complex demands of existing and future peace operations. As the tasks of peace operations evolve and expand, experienced, skilled civilians play a central role in the design and implementation of mission mandates. We have so far failed to put in place a stable career service for civilian staff in the field. Without job security or opportunities for development we lose the best individuals and fail to institutionalize a body of knowledge, skills and leadership that can benefit future peace operations, particularly at the start-up phase of a mission, when rapid deployment of experienced staff is crucial. As part of Secretariat management reform, I have initiated a review of conditions of service across the United Nations system to explore how we can harmonize conditions of service and increase mobility across the United Nations system and adapt staffing rules and regulations to meet the needs of a complex Organization. As requested by the General Assembly, the Secretariat will submit to it during the resumed part of its sixtieth session a report on the reform of the Field Service category and at its sixty-first session a report on conditions of service for staff serving in the field.

Mission leadership

38. The Special Committee has drawn attention to the need for rapid selection and training of mission leadership. The Department of Peacekeeping Operations is currently developing a policy directive for the appointment of senior leaders which includes detailed job descriptions and required competencies such as experience in leadership and management, knowledge of the region/country and commitment to effective integration of United Nations efforts. This directive takes due account of the importance of establishing geographical and gender representation considerations in selecting staff for senior leadership positions and sets out mandatory training requirements for senior leadership. The Senior Leadership Induction Programme, initiated in June 2005, is a mandatory one-week course for all mission leadership. The Secretariat stands ready to discuss issues of senior leadership and selection with the Special Committee during its session.

Training

39. In response to the request of the Special Committee to establish a single, multidimensional training unit, the Department of Peacekeeping Operations has created the Integrated Training Service (ITS). ITS comprises the Training and Evaluation Service of the Military Division, the Civilian Training Section of the Office of Mission Support and assets from the Police Division and will be the focal

point at Headquarters for the integrated training centres now established in many field missions. ITS is currently elaborating a strategy for an integrated Department-wide policy which will include general induction training, training in cross-cutting areas, such as conduct and discipline, and specialist functional training.

40. ITS will build on and in turn inform ongoing work in doctrine and guidance, lessons learned and best practices and the conduct and discipline processes. Training, guidance and best practices constitute, in effect, a triangular relationship that will collectively produce more than the sum of its individual parts. The success of these intertwined elements, and in particular ITS, depends on the input and experiences of Member States, regional organizations and national and regional peacekeeping training centres. The existing standard training modules illustrate the positive benefits of close cooperation and provide the basis on which ITS will build. The Department of Peacekeeping Operations proposes to establish a mechanism with interested Member States and regional organizations for exchanging training materials and, where appropriate, elaborating common guidelines and training courses. In addition, ITS will establish an integrated training team of trainers to support United Nations training for African and emerging contributing countries. It is proposed that this training team be located at the United Nations Logistics Base at Brindisi, Italy, from where it will also support field mission training. The Secretariat looks forward to discussing integrated training further with the Special Committee at its 2006 session.

Conduct and discipline

41. The Special Committee's comprehensive recommendations on the issue of sexual exploitation and abuse in its 2005 report merit a substantive response, and to that end, further details on the implementation of the Committee's recommendations are contained in the annex to the present report. One achievement that I would like to single out, however, is the creation of conduct discipline teams here at Headquarters and in eight peacekeeping operations. These teams provide oversight, policy development and guidance on all conduct and discipline issues affecting peacekeeping personnel, as well as tracking misconduct cases. They are a crucial step forward in addressing conduct issues in a systematic and comprehensive manner, and an essential resource to assist leadership in discharging managerial and command responsibilities.

42. To support field teams, elaborate and monitor policies, procedures and guidelines for conduct and discipline, and serve as an interface for troop-contributing countries, I am proposing to transform the present Headquarters team into a permanent, integrated conduct and discipline unit in the Department of Peacekeeping Operations.

Organization

43. The Special Committee last year posed a very important question: to what extent does the complexity of peacekeeping mandates affect the operational efficiency of peacekeeping missions? The breadth of the tasks that United Nations peacekeepers now undertake, and the efficiency and cohesion that successful implementation demands, raises fundamental challenges for the organization and conduct of peace operations. If integrated multidimensional operations are to be efficient, cohesive and accountable, then their structures and processes need to

reflect these goals. Every field mission is organized in distinct ways that reflect the context in which it operates, and promoting rigid uniformity across missions would be counterproductive. At the same time, a basic degree of predictability in set-up, structure and processes would considerably assist the efficiency and cohesiveness of field operations and make it easier for incoming personnel to effectively integrate and perform. One way of facilitating this is to build on past experience and lessons to elaborate mission templates. While it is vital that templates be flexible, their elaboration will nonetheless provide field mission managers with generic organizational structures, based on best practices and lessons learned, that can help them be effective, efficient and accountable. Templates will also be a useful tool in facilitating communication and cooperation between missions. Some of the essential components of mission templates are already being put in place in the field, such as conduct and discipline teams, integrated training units, best practice officers and focal points, and joint operations centres and joint mission analysis centres.

44. Another area where we stand to make significant improvements in balancing mandate complexity with operational efficiency is in the periodic review and assessment of mission performance. The Department of Peacekeeping Operations already has some capacity for evaluating military and police components of peacekeeping missions and monitoring the implementation of related recommendations. The Secretariat will continue to work to strengthen this capacity, which provides important support to senior mission leadership and to Headquarters in managing the challenges of complex peace operations.

45. Cohesive integrated field missions demand a cohesive integrated Headquarters. The Department of Peacekeeping Operations has benefited from increased military, police and specialist civilian expertise and is functionally stronger today than in the past. We need to continue and institutionalize this trend, ensuring that we have the appropriate expertise at Headquarters to provide support across the broad range of military and non-military functions of complex peace operations and giving functional experts the prominence they should have in the planning and management of field missions. Professionalism and efficiency require cohesive cooperation across all functional areas of expertise. Valuable time and resources can be squandered in separate, multiple consultation processes. Worse still, the absence of cohesive planning and support processes can lead to gaps in oversight or omissions that may undermine the success of a mission. The institutionalization of generic cross-departmental support capacities in training, guidance, conduct and discipline is an important step forward in providing the cohesive, accountable and efficient Headquarters that complex field operations demand. The Department of Peacekeeping Operations must continue to adapt its processes and structures over the course of the next five years to maximize this trend, institutionalize knowledge and experience, make the most of scarce resources and provide efficient, cohesive support to field operations. Such adaptation is also an important component in realizing transparent, efficient partnerships with Member States, United Nations partners and regional organizations.

46. In 2006 the Secretariat will continue to explore how best to configure the Department of Peacekeeping Operations to meet these objectives. I look forward to engaging with Member States in this effort, many of which have grappled with similar challenges in equipping domestic structures to negotiate the challenges of peace operations. The experiences of many national systems in establishing integrated planning and support capacities for global field operations may provide

useful insights and best practices on how to address the challenge of engaging diverse political, military, police, specialist civilian, logistics, financial, personnel and public information support expertise at Headquarters so as to maximize the cohesion and effectiveness of support for the field throughout the mission cycle.

Resources

47. United Nations peacekeeping stands or falls on the provision of sufficient capacity to implement given mandates. Resources should be used cost-effectively and accountably, while their management should be constantly improving. Adapting United Nations rules and regulations to enable greater efficiencies in the administration of a global field organization is one of the elements that we need to explore and a central component of my management reforms. This would enable the Secretariat to reallocate existing resources where needs arise in a flexible, efficient and transparent manner, without incurring new costs every time a new task arises.

48. Where Member States invest scarce resources, we have an obligation to maximize their impact. This requires timely action based on risk and cost assessments and innovative processes that are flexible and cost-effective. One of the examples where the Secretariat has tried to adapt clearly identified needs to limited resources is in relation to rapidly deployable police and military capabilities. The need is demonstrably urgent and acknowledged by Member States. The solutions we have proposed, however, attempt to balance this need with budgetary realities. The Secretariat did not propose large numbers of on-call reserves, but instead focused on creating small, professional, targeted competencies in the areas where they are most required. The standing police capacity proposal and proposals for an enhanced rapidly deployable military reserve capacity reflect these objectives. Ultimately, however, cost-effective United Nations peacekeeping requires us to collectively decide what the priorities are for future peace operations, so that we can position and use innovatively limited resources accordingly. Is the development of African peacekeeping capacities a central objective in the next 5 to 10 years? Do civilian specialist capacities need to be targeted? Are we sufficiently resourced to communicate with the wider body of public opinion in host countries, as well as in our home countries? If we believe these are urgent priorities, resources need to be directed to these goals. The Secretariat's task is to use them responsibly and efficiently to maximum effect.

Standing police capacity

49. Substantial advances notwithstanding, the demand for skilled police personnel to implement the mandates of contemporary peace operations in public security-security sector reform, re-establishment of the rule of law and local capacity-building far outstrips current capacities. To meet this demand, I proposed the creation of a standing police capacity, an initiative that was endorsed at the World Summit in September 2005.

50. Throughout 2005 the Department of Peacekeeping Operations worked closely with Member States to further elaborate the standing police capacity concept. The standing police capacity will initially be composed of 25 professional experts, supported by two administrative support posts serving for a period of two to three years. Its functions will be twofold: to provide rapid start-up of the United Nations police component in new peace operations, including serving as the initial United

Nations police headquarters in the start-up phase of an operation; and to assist United Nations police components in existing peace operations, including through operational audits and specialist assistance in the areas of police management and local capacity-building.

51. The standing police capacity will function as a cohesive team, reporting through a director to the Department of Peacekeeping Operations Police Adviser. The decision to deploy it rests with the Under-Secretary-General for Peacekeeping Operations, and, once deployed to a field operation, it will report to the mission Police Commissioner. The majority of the standing police capacity's time will be spent in the field, normally on assignments of about three to four months. I propose that in order to facilitate maximum coherence, its duty station, for the first year of operation at least, be New York. At the conclusion of the first year, the Secretariat will undertake a review of the standing police capacity to assess its functioning and whether further adaptation and expansion of the initiative is required.

52. I hope that during its forthcoming session the Special Committee will once again positively consider the standing police capacity proposal. Were it to be approved, the Secretariat would propose to begin immediate competitive recruitment with a view to deploying the standing police capacity on its first assignment in the second half of 2006. Recruitment will be pursued through Member States' national nomination systems and the Galaxy system. Job descriptions, recruitment and selection guidelines and training programmes are currently being elaborated by the Department of Peacekeeping Operations.

Enhanced rapidly deployable military capabilities

53. The lack of depth in the military capacities of United Nations peacekeeping is a considerable source of concern. The Special Committee has recognized the importance of adequate reserve capacity while the 2005 World Summit noted the need for enhanced rapidly deployable capacities for peace operations facing serious challenges or crises. Despite this, Member States did not endorse the Secretariat's strategic reserve proposal. I remain convinced of the need to find a workable solution that will balance the need for efficient use of scarce resources with the imperative to protect the lives of United Nations peacekeepers and the integrity of the mission through the provision of timely and effective external reserves when the situation requires. Not to do so would be a dereliction of duty. At a moment when we are charting a course for sustainable peacebuilding, it would be a bitter irony if we were to set the missions of the future up for failure. With the cooperation of the Special Committee, the Secretariat will continue to explore options for enhanced rapidly deployable capabilities. The three options currently under examination are the provision of regional arrangements in support of United Nations peace operations; the provision of short-term rapid capacity by troop-contributing countries; and inter-mission cooperation arrangements where proximity and conditions on the ground permit. I believe all three options must be pursued in parallel; the Department of Peacekeeping Operations has already made good progress in developing concepts for inter-mission cooperation. I hope that we can collectively take forward work on this during the Committee's session.

V. Observations

54. The core activity of the Department of Peacekeeping Operations is the planning, conduct, support and transition out of integrated peace operations. We have a duty to Member States' peacekeeping personnel and to the populations we serve to do this in such a way as to minimize the risks to their safety and to maximize their security and well-being. We have a duty to the populations we serve to carry out the activity effectively and responsibly. The essence of this is an efficient and professional approach to peacekeeping. The five priorities I have outlined above represent the essential building blocks for achieving this professionalism. They will not be accomplished in one year. I see them, instead, as the basis for a five-year agenda for United Nations peace operations, one that will better equip global peacekeeping — and United Nations peace operations within it — to face the challenges of the twenty-first century. I would hope to develop and adapt these five priorities through continuous and comprehensive consultation with the Special Committee. I invite the Special Committee to embark on this new agenda with the Secretariat at the 2006 session.

Annex

Implementation of the recommendations of the resumed session of the Special Committee on a comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations

I. Key achievements

1. The overarching recommendation of my Special Adviser on the question of sexual exploitation and abuse (see A/59/710) was that the United Nations must establish and implement a policy of zero-tolerance on sexual exploitation and abuse in United Nations peacekeeping operations. To this end, the Department of Peacekeeping Operations has focused over the past year on raising the awareness of those with managerial and command responsibilities to address sexual exploitation and abuse; training on established standards of conduct; and investigations into allegations of abuse. Generic training materials on prevention of sexual exploitation and abuse have been produced and are now a mandatory part of induction programmes for all categories of peacekeeping personnel. I would urge Member States to incorporate such materials into predeployment training for uniformed personnel.

2. From 1 January 2004 to mid-October 2005, investigations were completed into allegations of sexual exploitation and abuse made against 264 peacekeeping personnel, resulting in the summary dismissal of 16 civilians and the repatriation of 132 uniformed personnel, including 7 commanders. Missions have put in place a range of measures to prevent and address sexual exploitation and abuse, including poster campaigns; the appointment of focal points to receive complaints; placing premises and areas where prostitution is suspected or known to occur off-limits; and issuing mission-specific codes of conduct.

3. To implement a uniform standard of conduct relating to sexual exploitation and abuse, legal agreements for experts on mission and with troop-contributing countries have been amended to include the specific provisions of my bulletin on special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13). Contractual agreements with civilian peacekeeping personnel are being amended to include the provisions of that bulletin.

4. The Department has finalized a set of procedures and guidelines on public information activities relating to sexual exploitation and abuse. These are intended to expand the Organization's outreach to host populations to inform them about the zero-tolerance policy on sexual exploitation and abuse; facilitate receipt of complaints; and improve feedback to victims on the outcome of their complaints and investigations.

II. Outstanding recommendations

5. The Department of Peacekeeping Operations is launching a secure electronic system in all missions to transfer information on allegations of misconduct, including sexual exploitation and abuse, to Office of Internal Oversight Services and Headquarters. A comprehensive database will be established at Headquarters and shared with missions to track and report on allegations, investigations and follow-up

action in relation to all forms of misconduct for all categories of peacekeeping personnel. The database will also help ensure that offenders are not rehired.

6. In October 2005 I appointed a group of legal experts to advise on means to ensure the criminal accountability of United Nations staff and experts on mission in respect of criminal acts committed by them while serving in peacekeeping operations. This Group is expected to complete its work in the first quarter of 2006. Efforts are under way to appoint legal experts to examine the other two questions recommended for consideration in paragraph 40 of A/59/19/Rev.1, namely, to provide advice on whether, and if so how, the standards set out in ST/SGB/2003/13 could bind contingent members prior to the conclusion of a memorandum of understanding with a troop-contributing country, and to propose ways to standardize norms of conduct applicable to all categories of peacekeeping personnel.

7. Pending the development of a comprehensive strategy on welfare and recreation, all missions have been requested to improve welfare and recreation facilities for all categories of peacekeeping personnel, within existing resources. I would urge troop-contributing countries to ensure that adequate provision is made for welfare and recreation facilities for their contingents in the field.

8. With regard to victim support, pending the finalization and adoption of the United Nations comprehensive policy on support for victims of sexual exploitation and abuse by United Nations staff and related personnel, missions have been instructed to refer any person alleging sexual exploitation or abuse by United Nations peacekeeping personnel to existing medical and psychosocial services in the host country, with costs to be covered from existing mission budgets.

III. Priorities for the year ahead

9. Although significant progress has been made to eliminate sexual exploitation and abuse by United Nations peacekeeping personnel, not all managers, commanders and personnel are vigorously pursing the United Nations zero-tolerance policy. I would urge Member States to continue to send a strong message to commanders and uniformed personnel serving in peacekeeping operations that their support and full cooperation are essential for eradicating this problem. I will do likewise with civilian mission leaders.

10. The Department of Peacekeeping Operations and the Office of Internal Oversight Services have cooperated closely in the handover of all investigations for category I misconduct allegations, including sexual exploitation and abuse, to the Office of Internal Oversight Services. I would urge troop-contributing countries to participate fully in Office of Internal Oversight Services administrative investigations involving contingent personnel to ensure that evidence collected can satisfy national jurisdictional requirements for prosecution.

11. At the upcoming session of the Special Committee I will present a revised text of the 1997 draft model memorandum of understanding between the United Nations and troop-contributing countries that includes all the recommendations on sexual exploitation and abuse mentioned in A/59/19/Rev.1. To maximize the impact of the policy of zero tolerance, it is of the utmost importance that these recommendations be incorporated in a form that is legally binding on both the United Nations and troop-contributing countries. I look forward to working with Member States on the proposed text.

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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

As mentioned in paragraph 6 of the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/60/640), the following matrix gives an overview of the status of all the recommendations contained in the Special Committee's 2005 report (A/59/19/Rev.1). The matrix is supplemental to the report of the Secretary-General (A/60/640). The structure and headings of the matrix were established in consultation with the Special Committee.

Each recommendation is referenced by the paragraph number from document A/59/19/Rev.1 and a short summary of the recommendation. Section G on conduct and discipline refers to decisions taken by the Special Committee during its resumed session (see A/59/19/Rev.1, part one, for sections A to F, H and I of the Matrix, and part two for section G).

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	A/59/19/Rev.1 (part one, para. No.)
A. Strengthening operational capacity	
1. **Use existing resources more efficiently, enhance internal coordination and planning; conduct periodic reviews on effectiveness and efficiency; and explore synergies between regionally linked United Nations peacekeeping operations**	24, 36-40, 47 and 144
(a) Internal coordination has improved over the past year. The review of the integrated mission planning process, along with the review of structures and processes of the Department of Peacekeeping Operations, will aim at making the Secretariat's structures, processes and coordination more effective (see section E on integrated mission planning).	
(b) The Secretariat is reviewing experience from missions to improve effectiveness and efficiency. The United Nations Mission in Sierra Leone (UNAMSIL) and the United Nations Mission in Liberia (UNMIL) are currently discussing methods by which UNMIL could assist UNAMSIL with its liquidation, and reduce the cost of operations in UNAMSIL during its liquidation phase. The Mine Action Service of the Department of Peacekeeping Operations carried out an independent evaluation into the United Nations Mission in Ethiopia and Eritrea (UNMEE) mine action programme; the evaluation was used in the development of the programme in the United Nations Mission in the Sudan (UNMIS).	
2. **Review the effectiveness of the United Nations Standby Arrangements System and rapid deployment and improve related administrative aspects**	41 and 145
(a) The three conventional levels of the United Nations Standby Arrangements System have proved somewhat useful for the generation of units and provision of individuals (military observers and staff officers) to United Nations peacekeeping operations. However, the rapid deployment level (RDL) implemented in 2002 has shown limited success and entails insufficient incentives to appeal to a large number of Member States. Upon consultation with the troop-contributing countries, the Department of Peacekeeping Operations is examining means of making the rapid deployment level more attractive to Member States. Normally, Member States will negotiate a draft memorandum of understanding and submit a cargo load list in order to register at the rapid deployment level.	
(b) Recent force generation of complex peacekeeping missions in Liberia, Côte d'Ivoire, Burundi and Haiti have shown that pledged resources are now more adequate to mission needs, and that the United Nations Standby Arrangements System quarterly status reports from Member States are more realistic and up to date.	
(c) To date 71 Member States have been briefed by the Force Generation Service/Standby Arrangements Team on force generation and the United Nations Standby Arrangements System. To optimize pre-mandate operational preparedness and deployment and to seek rapid deployment resources, the early involvement of national capitals in force generation efforts is very important. Delegations should ensure that key messages and requirements discussed in briefings of troop-contributing countries are passed on to the respective decision-makers in those countries.	

	A/59/19/Rev.1 (part one, para. No.)
(d) The Department of Peacekeeping Operations continues to provide regular briefings and clarifications on memorandum of understanding negotiation procedures, and intends to train troop-contributing countries peacekeeping planners on requirements to initiate memorandum of understanding negotiations, i.e., organizational chart, tasks, distribution of major equipment within the unit and self-sustainment services. (e) The Department of Peacekeeping Operations has taken initiatives to improve the United Nations Standby Arrangements System website.	
3. Make mechanisms for rapid deployment more effective, including strategic deployment stocks and rapidly deployable headquarters; optimize pre-mandate operational preparedness; and enhance coordination with regard to information exchange and lessons learned from other missions and best practices with mission headquarters (a) The Department of Peacekeeping Operations is reviewing the composition of strategic deployment stocks and mechanisms to enhance their replenishment and reconstitution. The Advisory Committee on Administrative and Budgetary Questions has supported this development (see A/59/736/Add.2, para. 44), approving "the inclusion of strategic deployment stocks replenishment within the $50 million commitment authority". The Secretariat has revised its strategic concepts and materiel requirements using lessons learned from recent mission start-ups.	42 and 43 73
(b) The revised strategic deployment stocks now include a fly-away kit as part of the mission headquarters module. This will better enable the rapid deployment of headquarters in the initial phase of peacekeeping operations. (c) Existing deployable headquarters elements of the Standby High Readiness Brigade for United Nations Operations were used by the Department of Peacekeeping Operations to initiate UNMIS. (d) Problems have been encountered in UNMIS and other missions with inappropriate and late load lists being submitted by troop-contributing countries. These load lists, in some instances, do not accurately reflect the items provided by the troop-contributing countries at the port of embarkation. Such inaccuracy can lead to delays in hiring the appropriate vessels for shipping. The Department will continue to address the issue bilaterally with the troop-contributing countries concerned. (e) The Department of Peacekeeping Operations is continuing to explore the concept of a civil rapid deployment roster through the development of a cadre of highly qualified professional peacekeepers, deployable on short notice. The Department will report on such efforts in its comprehensive report on the conditions of service, as requested by the General Assembly in section X, paragraph 6, of its resolution 59/266. In the meantime, the Department makes full use of the pre-mandate commitment authority for start-up missions through the creation of temporary posts. (f) A process for testing the United Nations Framework for Mine Action Planning and Rapid Response on an annual basis has been implemented by the Mine Action Service. The exercise involves representatives of the Mine Action Service, the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Office of the High Commissioner for Refugees	

	A/59/19/Rev.1 (part one, para. No.)
(UNHCR), the World Food Programme (WFP), the International Committee of the Red Cross (ICRC), the Swedish Rescue Services Agency and Norwegian People's Aid. (g) See point 53 below on early selection and training of key mission staff, and point 62 below, on contingent-owned equipment and sustainability shortfalls.	
4. Create appropriate tactical and force-level reserves in mission areas; and work closely with Member States to develop the strategic reserve proposal (a) The Department of Peacekeeping Operations has undertaken steps to create appropriate tactical and force-level reserves in mission areas. The Department has taken the initiative to develop enhanced rapidly deployable capacities so as to reinforce operations in crises and is working closely with the Working Group of the Special Committee to develop this concept. The requirement is a predictable and efficient strategic response to a situation that is beyond the capacity of the mission to address with existing in-mission resources. A range of options to meet this requirement were elaborated and presented to the Special Committee in an informal briefing on 27 October 2005. The Secretariat is supporting the three sub-working groups that were formed to develop these options in order to finalize a concept for enhanced rapidly deployable capacities for discussion by the Special Committee in 2006. These initiatives are being considered with due regard to available resources and priorities. Current questions pertain to the composition of reserve forces, the decision-making processes for the deployment, command and control arrangements, complementarity with other crisis response initiatives, sustainability and financial implications. (b) See also the report of the Secretary-General (A/60/640).	45
5. Peacekeeping Best Practices Section of the Department of Peacekeeping Operations to continue to develop generic peacekeeping policies, procedures and guidelines, lessons learned and best practices (a) The Peacekeeping Best Practices Section is playing an increasing role in the Secretariat's efforts to develop generic policies, procedures and guidelines, and has also been active in assisting in the development of standardized training modules. Two staff members of the Section now undertake the role of a small guidance and policy support capacity in the Section. With these resources, the role is limited largely to a coordinating and support role for guidance development (see the report of the Secretary-General (A/60/640)). (b) In 2005 the Peacekeeping Best Practices Section completed three lessons learned studies on: the 2004 presidential elections in Afghanistan; lessons learned from the Joint Military Commission in the Nuba Mountains in the Sudan; and "Rehatting" the Economic Community of West African States (ECOWAS) forces as United Nations peacekeepers. It published five commissioned studies: United Nations Peacekeeping and the World Bank: Perceptions of Senior Managers in the Field; Addressing the Institutional Law and Order Vacuum: Key Issues and Dilemmas for Peacekeeping Operations: Think Piece; Interim Report on the Economic Impact of Peacekeeping, and two surveys of public opinion in peacekeeping areas (see point 13 below). An evaluation and lessons learned study on UNAMSIL will be completed in 2006.	134

	A/59/19/Rev.1 (part one, para. No.)
(c) The Peacekeeping Best Practices Section developed a "toolbox" that facilitates the capturing and sharing of knowledge. The toolbox, which contains guidelines and templates for handover notes, end of assignment reports, after action reviews and surveys of practice, has been disseminated to all field missions. To date, seven missions have placed the tools on their Intranets. Briefings on the toolbox have been included in mission induction courses. Training material for the tools will be developed in early 2006.	
B. Cooperation with troop-contributing countries	
6. **The Peacekeeping Best Practices Section to consult with troop-contributing countries on their experience; organize regular meetings in the presence of former force commanders, former police commissioners and national contingent commanders; and improve interaction between the Section and troop-contributing countries**	135 and 79
(a) The Department of Peacekeeping Operations provided 10 informal briefings for members of the Special Committee on Peacekeeping Operations during the reporting period on issues related to the standing police capacity, strategic reserve, the joint operations centre/joint mission analysis centre, enhanced rapidly deployable capacities for peacekeeping operations in crises, sexual exploitation and abuse, rule of law, integrated disarmament, demobilization and reintegration standards, recent reports of the Office of Internal Oversight Services on issues related to peacekeeping, gender mainstreaming, United Nations support to the enhancement of African peacekeeping capacities and the integrated mission planning process.	
(b) The Peacekeeping Best Practices Section actively and regularly participates in meetings organized by troop-contributing countries, providing briefings on issues as requested. The Section briefed the heads of military components at their third annual conference from 26 to 29 July 2005 and Standby High Readiness Brigade for United Nations Operations on 8 December 2005 on a range of issues.	
7. **Strengthen consultations with troop-contributing countries and share information with troop-contributing countries in all phases of peacekeeping**	66, 70, 74, 75 and 80
(a) The Department of Peacekeeping Operations convenes meetings with troop-contributing countries at every renewal of a mandate, and consults with them on proposals to change mandate, rules of engagement or size of mission. The Military Division, through the Force Generation Service, regularly interacts with troop-contributing countries through arranged and impromptu meetings. The Standby Arrangements Team briefs contributors regularly and upon request (see point 3 above). Examples are the recent consultations on United Nations military observer issues, with tangible improvements expected to result. The Police Division holds informal consultations with police-contributing countries to work on issues such as realizing enhancements to skills-based recruitment procedures and the deployment of formed police units to United Nations peacekeeping operations.	
(b) The Situation Centre of the Department of Peacekeeping Operations offers and provides an information/situational awareness briefing to all troop-contributing countries and police-contributing countries every week.	

		A/59/19/Rev.1 (part one, para. No.)
	(c) The translation and dissemination of reports of the Secretary-General in a timely manner is a high priority of the United Nations Secretariat and continues to be a focus of attention at the highest level.	
8.	**Improve the interaction between the Security Council Working Group on Peacekeeping Operations and troop-contributing countries**	77
	(a) The frequency of such consultations is the purview of the Chairman of the Security Council Working Group on Peacekeeping Operations.	
	(b) See also point 9 below on trilateral arrangements.	
C.	**Cooperation with regional arrangements**	
9.	**Strengthen operational linkages and partnerships with regional arrangements; further explore the concept of trilateral agreements among United Nations, regional arrangements and donor countries, and inform troop-contributing countries of this process**	112, 114 and 115
	(a) The Department of Peacekeeping Operations is actively involved with ECOWAS and the African Union (AU) in helping them to develop their capacity for planning and implementing regional peacekeeping activities (see point 10 below).	
	(b) Through the established United Nations-European Union (EU) mechanism, a United Nations-EU steering committee meets biannually to discuss cooperation in four areas: planning, training, communications and best practices. The Department of Peacekeeping Operations leads the United Nations Secretariat in this process. Within this framework, the Department is exploring options for the use of EU resources in support of United Nations peace operations, as agreed at the 2005 World Summit. With the North Atlantic Treaty Organization (NATO), the Department of Peacekeeping Operations is exploring the means of ensuring continued coordination between United Nations and NATO in Afghanistan in the post-Bonn period as well as continued operational cooperation in Kosovo. Parallel discussions are under way with NATO and with AU on possible frameworks for cooperation, which would cover, inter alia, cooperation on peacekeeping. Discussion has also taken place with EU and AU on the possibility of a United Nations-AU-EU cooperation agreement. The United Nations is collaborating with AU, EU and NATO extensively in its support to the African Union Mission in the Sudan (AMIS).	
	(c) The Police Division actively works with regional capacities such as the AU, EU, the Organization for Security and Cooperation in Europe (OSCE) and the Organization of American States (OAS) to strengthen the implementation of police component mandates, and in the areas of donor coordination in support of police development.	
10.	**Enhance United Nations support to AU efforts to develop its peacekeeping capacity; and develop a joint action plan to address constraints identified by African Member States**	118
	(a) A United Nations staff officers course has been provided for planning elements of the AU African Standby Force in Ethiopia. Further courses are scheduled in Ghana in coordination with AU, the Kofi Annan International Peacekeeping Training	

		A/59/19/Rev.1 chapter and para. No.(s)
	Centre, ECOWAS, the Southern African Development Community, the Intergovernmental Authority on Development and the Economic Community of Central African States (ECCAS). (b) A mapping exercise led by the Department of Peacekeeping Operations in August 2005, with the participation of NATO and EU, identified the AU peacekeeping needs. This will enable more focused capacity-building assistance to AU.	
11.	**Consider long-term programmes, such as staff exchanges and secondment of Department of Peacekeeping Operations staff to AU headquarters and subregional organizations for the planning and set up of missions; make available to AU a small core planning and advisory capacity** (a) A joint United Nations-EU mission to AU headquarters was undertaken in May 2005 to evaluate progress made in enhancing the AU Situation Room and to strengthen AU Peace and Security Directorate reporting procedures, early warning and crisis response. (b) The Department of Peacekeeping Operations hosted a meeting with representatives from the Department, EU, AU and the United States of America on 3 June 2005 in New York to discuss the road map vis-a-vis assistance to the AU Conflict Management Division and the Situation Room. (c) The Department of Peacekeeping Operations/Situation Centre and the Department of Political Affairs subsequently co-hosted a study tour for ECOWAS senior staff at United Nations Headquarters, which focused on operational issues, including the functioning of a Situation Centre/Situation Room, mission planning and management, manpower and general resource requirements for a situation room and peacekeeping missions in general. (d) The Situation Centre of the Department of Peacekeeping Operations conducted a training mission to AU headquarters from 20 to 24 June 2005 with the overall objective of reviewing the AU Situation Room's standard operating procedures and to train Situation Room personnel in their application. (e) The Police Division deployed experts to the United Nations Assistance Cell at AU headquarters to assist in addressing police-related planning gaps. (f) With the expansion of the terms of reference of the United Nations-AU Assistance Cell for Darfur to include planning and advisory functions, the Office of Mission Support of the Department of Peacekeeping Operations deployed a roving finance officer to assist AU in preparing the cost estimates for AMIS phase two mission. The Office of Mission Support is working with the Office of Operations and the Executive Office to define and support further requirements.	119 and 120
12.	**Support logistically AU peacekeeping missions, if mandated by the Security Council and provided with adequate resources by the General Assembly** (a) The Department of Peacekeeping Operations is providing logistics support officers to the AMIS support cell (see point 11 above). (b) It is estimated that the cost of establishing and stocking one regional equipment depot for one infantry brigade is in the range of $155 million-$175 million, with $8 million-$10 million in annual operating expenses.	121

	A/59/19/Rev.1 (part one, para. No.)
D. Strategies for complex peacekeeping operations	
13. Coordinate with relevant United Nations agencies to address all aspects of multidimensional operations; and develop local ownership (a) The Department of Peacekeeping Operations is actively engaged in expanding further operational collaboration in peacekeeping missions to pursue integration and improve the coherence of missions. The United Nations funds, agencies and programmes are engaged during the planning phase as part of the integrated mission planning process. The revised integrated mission planning process recognizes the multidimensional demands of peacekeeping and the long-term requirements, particularly in the context of transition from peacekeeping to peacebuilding. (b) The Department of Peacekeeping Operations spearheaded and supported pilot joint disarmament, demobilization and reintegration programming with United Nations agencies in Haiti and the Sudan (see point 14 below). (c) The Department of Peacekeeping Operations included United Nations partners in planning and supporting rule of law aspects, developing lessons learned, guidance and training modules in the judicial and correction areas. An inter-agency mission to plan for the engagement of UNMIS in judicial and legal systems issues was undertaken. A newly created electronic network of police, judicial affairs and corrections specialists now connects various United Nations departments, agencies, funds and programmes. The Department continues to convene the United Nations rule of law focal point network, including 11 United Nations departments and agencies. In the spirit of the August 2003 Executive Committee on Peace and Security rule of law task force report, the Department continues to advocate for a single jointly staffed United Nations legal/judicial reform programme operating under the authority of the Special Representative of the Secretary-General. (d) The Peacekeeping Best Practices Section has commissioned and published public opinion surveys on the missions in the Democratic Republic of the Congo and Sierra Leone. Surveys on Burundi and Liberia will be forthcoming in 2006. (e) The Peacekeeping Best Practices Section held a workshop for mission civil affairs officers to discuss key functions of civil affairs contingents, identify needs for support, guidance and the strengthening of coordination in peacekeeping operations. An online network for all civil affairs officers in missions has been established as a means of strengthening mutual support networks and sharing information, expertise and examples of good practice.	87 and 89
14. Facilitate effective approach to peacebuilding, develop clear mandates and exit strategies for complex peacekeeping operations The Office of Operations engages the United Nations, international financial institutions and donor partners in the planning stage of mission start-ups. An integrated strategy is being developed that goes beyond the lifespan of the peacekeeping operation and aims to contribute to peacebuilding.	85

	A/59/19/Rev.1 (part one, para. No.)
15. Identify additional resources needed to support disarmament, demobilization and reintegration capacity early on (a) The adjusted disarmament, demobilization and reintegration concept accepted by the inter-agency working group on disarmament, demobilization and reintegration and the General Assembly in Section VI of its resolution 59/296 defined reinsertion (transitional support of up to one year) as an integral component of the demobilization phase and therefore determined that it needed to be resourced through the peacekeeping assessed budget. This does not reduce the requirement for sustained commitment from donors, through voluntary contributions, for sustainable reintegration programmes. UNMIS and the United Nations Stabilization Mission in Haiti (MINUSTAH) have benefited from this expansion in budgetary support for the demobilization phase. (b) A second innovation to identify additional requirements in the budget came with the UNMIS request for a disarmament, demobilization and reintegration contingency fund to deal with members of armed groups who are not part of the peace agreement. This forward-looking request has proved to be a prudent way to ensure that peacekeeping missions have the resources to deal with a potential threat to the peace process.	95
16. Complete development of United Nations integrated standards on disarmament, demobilization and reintegration and a comprehensive weapons management strategy and brief Member States An informal briefing on this was provided to members of the Special Committee on Peacekeeping Operations in December 2005.	96
17. Systematically include women and children associated with armed forces in disarmament, demobilization and reintegration, taking into account their specific needs (a) Women and gender issues of disarmament, demobilization and reintegration have been comprehensively addressed in the integrated disarmament, demobilization and reintegration standards, which includes a dedicated module addressing this topic. Special effort was taken to mainstream the gender perspective throughout all 28 modules of the standards. (b) All standard training modules on disarmament, demobilization and reintegration address the needs of women and children associated with armed forces and groups.	98
18. In security sector reform, address wider security issues such as policing and rule of law (a) An integrated approach to security sector reform, including a police development component, has been implemented throughout the peacekeeping operations where security sector reform is considered key to further success. In the coming year, the Department of Peacekeeping Operations will be exploring how judicial and prisons standing capacities can be oriented to complement the police standing capacity. The engagement of Member States in this matter is crucial. (b) See also points 28 and 31 below.	97

		A/59/19/Rev.1 (2005) chap. part. No.
19.	**Develop guidance and appropriate training for civil-military cooperation in peacebuilding activities** (a) The Military Division expects to complete its revision of the Department's internal guidance on the issue of civil-military coordination by January 2006. (b) The Peacekeeping Best Practices Section and the Office of Mission Support are developing guidance and appropriate training for civil-military cooperation in peacebuilding activities in cooperation with Member States, specialist agencies and relevant external peacekeeping training centres. The standardized training module will be distributed in early 2006. (c) The Department of Peacekeeping Operations participated in an Office of Internal Oversight Services review of military involvement in civil-assistance in peacekeeping operations. The report will be issued in January 2006. (d) See also point 26 below on integrated missions.	90 and 91
20.	**Enhance cooperation with the business community in peacebuilding and development activities** The Peacekeeping Best Practices Section and the Office of Mission Support have commissioned a report on the economic impact of peacekeeping with the Peace Dividend Trust. It will measure the effects of mission spending on local economic recovery and identify practical measures to minimize the negative economic effects while maximizing the economic benefits of peacekeeping missions to host economies. The final report will be submitted to the Department of Peacekeeping Operations in early 2006.	94
21.	**Strengthen strategic and operational planning of peacekeeping operations in providing advice and assistance to build or reform rule of law capacities** Efforts to assist host countries of peacekeeping operations to strengthen legal, judicial and prisons systems increased in 2005. The Department of Peacekeeping Operations deployed a criminal justice advisory team to MINUSTAH to conduct an assessment, undertook a strategic planning programme review of the Legal and Judicial Systems Support Division of UNMIL and ensured participation of its rule of law capacity in the recent inter-agency planning mission to the United Nations Operation in Burundi (ONUB) (see also point 13 above). The Department of Peacekeeping Operations also continues to provide guidance and support to all missions with legal, judicial and prisons components. However, mandates in the rule of law area are often weak or vague, hindering effective planning. Moreover, many rule of law components in missions are understaffed and lack the necessary resources. As outlined in the informal briefing of 2 December 2005, support by the Special Committee on Peacekeeping Operations is indispensable for improvement in relation to these issues.	103
22.	**Include quick impact projects in the implementation of comprehensive strategies. Address selection procedure and resources for quick impact projects at the field level under the control of the Special Representative of the Secretary-General, ensure that resources for quick impact projects remain in direct support of the mission's mandate**	99 and 100

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Peacekeeping operations have been implementing quick impact projects in the areas of water services, public sanitation, medical equipment and supplies, school materials and furniture, repairs to school buildings, medical facilities and community infrastructure. Efforts are under way to integrate the approval process for quick impact projects and "hearts and minds" interventions within the overall mission objectives to ensure their compatibility with existing humanitarian and development strategies. Funding of such projects in direct support of a mission's mandate represents a development strategy as it alleviates some of the financial obstacles faced by local communities in the field. As quick impact projects have become an integral part of mission planning, the Secretariat now includes funding for quick impact projects in pre-mandate commitment authority/commitment authority and budgets of peacekeeping operations, including new and expanding missions. Legislative bodies have approved these requests.	
23. Address gender issues in all aspects and phases of a peace process and develop comprehensive strategy and action plan for mainstreaming gender perspectives into peacekeeping activities; provide status report to Member States; and increase participation of women in peacekeeping operations (a) Department-wide workshops on gender-mainstreaming in peacekeeping operations were undertaken. Each office and thematic unit drafted an action plan; a comprehensive strategy and action plan for mainstreaming gender in the Department of Peacekeeping Operations was approved in 2005. A similar process will be initiated in missions in 2006. (b) A United Nations system-wide action plan has been developed under the coordination of the Office of the Special Adviser on Gender Issues. Gender units in the missions are part of inter-agency task forces that coordinate system-wide initiatives to address gender-based violence and provide support to local women's organizations addressing this problem. Efforts to curb gender-based violence are an integral part of the wider gender-mainstreaming strategy in peacekeeping missions. They entail collection with the police on victims protection, and with the rule of law units for support revisions or adoption of legislation on rape and domestic violence. Partnership with disarmament, demobilization and reintegration sections has been strengthened to ensure protection of women in cantonment sites. An informal briefing for members of the Special Committee on Peacekeeping Operations was provided on 16 December 2005. (c) See also point 17 above on the inclusion of women associated with armed forces and groups in disarmament, demobilization and reintegration programmes.	106 and 108 109 and 110
24. Give special attention to the protection, welfare and rights of children in armed conflict; include provisions for the protection of children in the mandates of peacekeeping operations; and include child advisers in such operations (a) Child protection advisers have been deployed in MONUC, ONUB, UNMIS, UNAMSIL, the United Nations Operation in Côte d'Ivoire (ONUCI) and MINUSTAH. In its resolution 1612 (2005), the Security Council mandates child protection advisers and UNICEF to set up inter-agency task forces to monitor and report on child welfare in mission areas.	105

(b) The Department will undertake in February 2006 a review to identify best practices in child protection and help to clarify the division of labour between the Department and other key actors in child protection, including UNICEF and the office of the Special Representative of the Secretary-General for Children and Armed Conflict.

(c) See also point 17 above on including children associated with armed forces and groups in disarmament, demobilization and reintegration programmes.

25. **Enhance public information and outreach policy and strengthen cooperation between the Department of Peacekeeping Operations and the Department of Public Information** 91

(a) The Department of Peacekeeping Operations continues to increase its outreach and representational activities. The Department of Peacekeeping Operations staff respond to a large number of media requests and proactively draft opinion and editorial pieces in a variety of global media outlets. In close cooperation with the Department of Public Information, media relations have been expanded to include press outlets beyond those represented at headquarters.

(b) The Department of Peacekeeping Operations and the Department of Public Information recently compiled a standard operating procedure on public information for all peace operations.

(c) The Department of Peacekeeping Operations and the Department of Public Information held a second workshop in May 2005 at Brindisi, Italy, on establishing a rapidly deployable mission information component.

(d) To effectively address sexual exploitation and abuse, the Department of Peacekeeping Operations developed a public information standard operations procedure for public information officials in the field, which was promulgated at the end of 2005.

(e) The Department of Peacekeeping Operations and the Department of Public Information worked closely together on external publicity initiatives, including a United Nations works poster campaign on peacekeeping, a heads of public information conference and country specific programmes in a number of mission areas.

E. Integrated mission planning

26. **Develop an integrated mission planning process handbook and training course for United Nations agencies and external stakeholders** 69 and 86

(a) The integrated mission planning process review, led by the Department of Peacekeeping Operations at the direction of the Secretary-General's Policy Committee, includes the full participation of other United Nations agencies and will be completed in early 2006. It aims to develop a fully integrated and better structured concept that involves all actors as early as possible, and can be applied consistently as responsibilities shift from one operational level to another during the process, and will incorporate a greater degree of accountability.

(b) The revised integrated mission planning process takes into account that the full involvement and support of potential troop contributors is essential to its success.

(c) The integrated mission planning process is contained in the standardized

	training modules for specialists and senior mission managers that will be distributed to all troop-contributing countries and police-contributing countries. However, the handbook and training package will need to be re-examined in the light of the ongoing integrated mission planning process review, which will entail a postponement in finalizing the handbook. (d) Efforts to apply the integrated mission planning process will extend beyond training during 2006. The integrated mission planning process needs to be set in the wider strategic or doctrinal context and accompanied by a major outreach effort, both at United Nations Headquarters and in the field.	
27.	**Enhance integrated planning and coordination with United Nations humanitarian agencies (see also A/60/640)** (a) The integrated missions report commissioned by the expanded Executive Committee on Humanitarian Affairs group published in May 2005 has led to substantive discussions and policy action in this field with a view to improving an interface between peacekeeping, humanitarian action and development. (b) Follow-up includes the updating of the Secretary-General's note of guidance on integrated missions which will provide greater clarity on the role of senior mission leadership in the effective integration of humanitarian and development activities.	71 and 91
F.	**Safety and security**	
28.	**Strengthen cooperation between the Department of Peacekeeping Operations and the Department of Safety and Security on security decisions affecting peacekeeping and on integrated, unified security assessments** (a) Pursuant to section XI of General Assembly resolution 59/276, the security relationship between the Department of Peacekeeping Operations and the Department of Safety and Security is extensively covered in the report of the Secretary-General on a strengthened and unified security management system for the United Nations (A/60/424, paras. 21-24). Cooperation and coordination between staff and senior management of the two departments is excellent. (b) The two departments have established a Standing Committee for Security which addresses, at the Under-Secretary-General level, major policy issues pertaining to the integration and unification of the security management system. (c) The Department of Safety and Security is establishing a dedicated Peacekeeping Operations Support Section with seven staff to provide security support to the Department of Peacekeeping Operations; the section will be co-located with the Department of Peacekeeping Operations to facilitate coordination. A 24-hour a day Department of Safety and Security watch inside the Department of Peacekeeping Operations, working with the Situation Centre, will further improve security services to the peacekeeping operations. (d) The Department of Peacekeeping Operations is participating in the daily operational meetings of the Department of Safety and Security and takes part in all major Department of Safety and Security discussions that could affect missions led by the Department of Peacekeeping Operations.	62 and 63

(c) The Department of Safety and Security also plays an active role in the recruitment and assignment of professional security officers assigned to missions led by the Department of Peacekeeping Operations.

29. **Improve capacity to assess conflict situations; enhance capacity for collection, analysis and dissemination of information on security; and provide a policy paper on the structure, functions and role of the joint mission analysis centre** 24 and 67

(a) The Department of Peacekeeping Operations is developing a policy for the establishment of a joint mission analysis centre in all peacekeeping missions. Joint mission analysis centres are responsible for the collection, coordination and analysis of information, and distribute their products to support the mission decision-making process and more generally to provide advice to mission headquarters senior staff. Similarly to joint operations centres, the joint mission analysis centres will integrate military, police, security and other mission components as required. While joint mission analysis centres may vary according to the size and scale of the missions, certain tasks will be common to all, e.g., to monitor developing threats and provide early warning to the missions' leadership, collect information and create a database to ensure continuity.

(b) On 11 October 2005, the Department of Peacekeeping Operations informally briefed the Special Committee on Peacekeeping Operations on these efforts. The Department is now reviewing the joint operations centre joint mission analysis centre policy with a view to submission to the Special Committee on Peacekeeping Operations in 2006.

(c) The United Nations has developed and put in place an Inter-Agency Security Management Network-approved standard methodology that includes a risk-based approach to operational decision-making as a means to develop standardized, measurable and credible evaluations at strategic, operational and local levels with respect to the safety and security of staff.

30. **Improve security of military observers and unarmed United Nations personnel** 65

(a) Security of all categories of personnel is a major concern of both the Department of Safety and Security and the Department of Peacekeeping Operations, and is being considered by various resource personnel, groups, offices and mission components.

(b) Several major joint Department of Safety and Security-Department of Peacekeeping Operations advisory visits to review mission security procedures have been conducted in the last 18 months using the Inter-Agency Security Management Network-approved security risk assessment (see point 29 above). Such visits also provided an opportunity to brief and train the missions' senior managers, including senior military and police officials, and security staff on threat and risk management.

31. **Maintain and improve air safety standards** 68

(a) The Aviation Safety Unit continues to make visits to registered vendors to evaluate compliance with internationally recognized standards and recommended practices, and to visit all Department of Peacekeeping Operations missions with aviation assets to assess factors influencing aviation safety management. These efforts aim at identifying remedial actions needed to enhance aviation safety and accident

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prevention. Recommendations arising from these visits are regularly followed up on by the unit. (b) Recommendations arising from the investigation of the accident at the United Nations Peacekeeping Force in Cyprus (UNFICYP) in June 2004 were followed up on in April 2005. (c) The Aviation Safety Unit is awaiting the completion and final report of the investigation of the UNAMSIL accident that occurred in June 2004. The Inter-State Aviation Committee of the Commonwealth of Independent States, which is preparing the report, will also be responsible for its distribution among member States concerned. (d) See also section B on cooperation with troop-contributing countries, for issues pertaining to information-sharing with troop-contributing countries.	

		A/59/19/Rev.1 (part two, para. No.)
C. Conduct and discipline		
32.	**The General Assembly to endorse the standards of conduct and behaviour set out in Secretary-General bulletin ST/SGB/2003/13 for all categories of United Nations peacekeeping personnel, and issue them in a manner convenient to troop-contributing countries** (a) In 2005, legal agreements for experts on mission and with troop-contributing countries were amended to include the specific provisions of Secretary-General bulletin ST/SGB/2003/13. The language was also included in the troop-contributing country Guidelines. (b) Amendments to contractual agreements with civilian peacekeeping personnel to include these provisions are expected to be completed by mid-2006. (c) These standards will be issued in the languages of the contingents and the official United Nations languages in the first quarter 2006.	8 and 9
33.	**The Department of Peacekeeping Operations to make available training on standards of conduct** (a) The Department of Peacekeeping Operations has produced a generic training module, module 1 on the prevention of sexual exploitation and abuse, which has been a mandatory part of induction courses for all categories of peacekeeping personnel since July 2005. It was sent to Member States in October 2005 for use in pre-deployment training. (b) The Department of Peacekeeping Operations completed a train-the-trainers course on module 1 for mission trainers in November 2005. (c) The Department of Peacekeeping Operations has produced a code of conduct video, which includes messages on the standards of bulletin ST/SGB/2003/13, which will be used in induction training and sent to Member States for use in pre-deployment training.	10

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	(d) A training module on public information and sexual exploitation and abuse was piloted in a joint Department of Public Information/Department of Peacekeeping Operations course for 35 field and Headquarters public information officers in May 2005.	
34.	**Review HIV/AIDS training to ensure that the prohibitions in the Secretary-General's bulletin are fully included** (a) The Department of Peacekeeping Operations has incorporated the standards of bulletin ST/SGB/2003/13 in its training module on HIV/AIDS for uniformed peacekeeping personnel (b) In collaboration with the Joint United Nations Programme on HIV/AIDS (UNAIDS), the Department of Peacekeeping Operations is reviewing its practices on condom availability and distribution to address the perceived confusion with the zero-tolerance policy on sexual exploitation and abuse.	11
35.	**Increase the participation of women in all aspects and at all levels of peacekeeping to promote an environment that discourages such acts; and integrate the Office of the Special Adviser on Gender Issues and Advancement of Women into these efforts** The Department of Peacekeeping Operations is developing a roster of qualified female candidates from different geographical regions who can be approached when vacancies arise for senior appointments in peacekeeping operations. The Department is appointing focal points for women to promote gender balance in recruitment at Headquarters and in missions and is developing terms of reference for such a function. Furthermore, it is developing measures to address barriers faced by female civilian personnel in peacekeeping missions in terms of their recruitment, retention, and career advancement. Finally, the Department is reviewing its strategies to increase the number of female uniformed personnel in collaboration with Member States.	12
36.	**Managers and commanders must ensure awareness that sexual exploitation and abuse will not be tolerated by the United Nations or by Member States, and take appropriate measures to implement the Secretary-General's zero-tolerance policy; and their responsibility to create an environment preventing sexual exploitation and abuse needs to be reflected in performance appraisals** (a) The Deputy Secretary-General visited five missions in the first half of 2005 to reinforce the United Nations zero-tolerance policy on sexual exploitation and abuse. (b) The issue of sexual exploitation and abuse was included as a dedicated session in annual conferences for mission leadership (heads of mission, force commanders/police commissioners, directors of administration/chief administrative officers) and in the Department of Peacekeeping Operations pilot senior leadership induction programme (see section VIII, point 53 below). (c) The Department of peacekeeping operations will issue a mission directive on sexual exploitation and abuse — a policy and set of procedures on the issue — to mission leadership in the first quarter of 2006. (d) Several mission-specific measures have been taken by managers and commanders in 2005 to implement the zero-tolerance policy. Mission-specific complaints mechanisms have been established, such as telephone hotlines and outreach to civil society groups, including women's organizations; lists of "off-limits" premises	14-16

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	and areas where prostitution is suspected or known to occur, have been established and will be regularly updated and such locations will be monitored; and in the Democratic Republic of the Congo, all members of national contingents are required to wear their uniform at all times, as an additional measure to prevent sexual exploitation and abuse. Mission-specific codes of conduct have been created. (c) The Department will undertake measures to update performance appraisals in the first half of 2006 to reflect managers' and commanders' responsibility to create an environment preventing such acts, and to hold accountable those who fail to meet these objectives.	
37.	**Where required by the circumstances, heads of mission should seek authorization from the Secretary-General to institute stricter rules of conduct** Guidance on this recommendation is to be included in the mission directive on sexual exploitation and abuse (see point 36 above).	17
38.	**Ensure that police and military contingents in a mission area are from different contributing countries and are not co-located** The Department of Peacekeeping Operations will continue to raise the issue in meetings with troop-contributing countries on force generation issues and in related correspondence.	18
39.	**The Secretary-General to carry out a comprehensive review of welfare and recreation needs and submit proposals to the General Assembly at its sixtieth session; and the Department of Peacekeeping Operations to undertake steps to improve living conditions and welfare and recreation facilities for all categories of personnel on mission and consult with troop-contributing countries on the provision of such facilities** (a) The Department of Peacekeeping Operations will produce a comprehensive review on welfare and recreation in the first quarter of 2006. (b) In July 2005, all missions were requested to improve welfare and recreation facilities for all categories of peacekeeping personnel, within existing resources, to establish welfare committees and to designate welfare focal points. Troop-contributing countries have the primary responsibility to provide their contingents with welfare and recreation facilities, using the payment from the United Nations.	20-23
40.	**The Secretary-General to establish a data collection and management system at Headquarters and in the field to track allegations and prevent re-hiring of offenders** (a) The Department of Peacekeeping Operations will launch a comprehensive database to track and report on cases of misconduct by all categories of peacekeeping personnel, including non-specific allegations in the second half of 2006. A pilot version will be launched in the first quarter of 2006, both at the Department of Peacekeeping Operations headquarters and in all missions. (b) Guidance will be provided on the role of child protection advisers and gender advisers in addressing sexual exploitation and abuse in the mission directive on sexual exploitation and abuse to be produced in the first quarter of 2006 (see point 36 above).	24-26

		A/59/19/Rev.1 (part two, para. No.)
41.	**Strengthen the capacity of the Department of Peacekeeping Operations to address all cases of misconduct, and provide prompt advice and guidance to missions on the issue** The Department of Peacekeeping Operations set up a conduct and discipline team at Headquarters on 1 November 2005 and is recruiting for such teams in eight peacekeeping operations: in Haiti, Côte d'Ivoire, Sierra Leone, Liberia, the Democratic Republic of the Congo, the Sudan, Burundi and Timor-Leste.	28
42.	**Establish professional and independent investigative capacity to investigate allegations of sexual exploitation and abuse, following the recommendations in the report by the adviser to the Secretary-General (A/59/710)** (a) From 1 January 2004 to 9 December 2005, investigations were completed into allegations of sexual exploitation and abuse made against 278 peacekeeping personnel in all missions, resulting in the summary dismissal of 16 civilians, repatriation of 16 members of formed police units and 122 repatriations or rotations home on disciplinary grounds (including 6 commanders) of military personnel. (b) In November 2005, the Department of Peacekeeping Operations and the Office of Internal Oversight Services issued guidance to their peacekeeping operations and Office of Internal Oversight Services resident investigators on cooperation on investigations. (c) Investigations into allegations of sexual exploitation and abuse, as well as other offences of a similar grave nature, will be handed over from the Department of Peacekeeping Operations to the Office of Internal Oversight Services by the end of 2005.	30 and 31
43.	**The Department of Peacekeeping Operations to establish an effective outreach programme and establish mechanisms to enable individuals to make complaints in a confidential setting; and to establish appropriate measures to protect persons contributing to disclosing sexual exploitation and abuse** (a) The Department of Peacekeeping Operations has developed a policy and set of procedures and guidelines on public information activities relating to sexual exploitation and abuse. This guidance will be sent to all missions in the first quarter of 2006. (b) In the interim, briefing materials on sexual exploitation and abuse are being regularly provided to public information officers in missions. (c) On finalization of the United Nations whistle-blower policy, the Department of Peacekeeping Operations will issue consistent guidance for uniformed personnel in the second half of 2006 on the protection of persons contributing to disclosing such information.	29 and 32
44.	**The Department of Peacekeeping Operations to provide feedback to alleged victims on their complaints; the Secretary-General to present a comprehensive victims assistance strategy to the Committee; and missions to provide emergency assistance to victims within current mission budgets in the interim** (a) The procedures and guidelines on public information activities relating to sexual exploitation and abuse include guidance on providing feedback in general terms	33-35

		A/59/19/Rev.1 (part two, para. No.)
	to alleged victims on the outcome of their complaints and of the mission's investigation, giving due regard to the privacy laws of Member States about information being disclosed prior to adjudication of the victim's complaints. (b) The United Nations comprehensive policy on support to victims of sexual exploitation and abuse by United Nations staff and related personnel will be finalized by the end of 2005. Pending its finalization, the Department of Peacekeeping Operations instructed missions to refer any person alleging to have been sexually exploited or abused by United Nations peacekeeping personnel to existing medical and psycho-social services available in the host country, with costs to be covered from existing mission budgets.	
45.	**Staff regulations and contracts to provide that acts of sexual exploitation and abuse constitute serious misconduct** (a) The Secretary-General has proposed to the General Assembly an amendment to the Staff Regulations to specifically provide that acts of sexual exploitation and abuse constitute serious misconduct (A/60/365). A decision by the General Assembly is expected during the sixtieth session. (b) The revisions to the draft conditions of service for United Nations Volunteers and administrative instruction ST/AI/1999/7 governing United Nations consultants and individual contractors specifically provide that acts of sexual exploitation and abuse constitute serious misconduct.	36
46.	**The Secretary-General should introduce expedited procedures to deal with cases of sexual exploitation and abuse** In 2005, agreement was reached at the working level between the Department of Peacekeeping Operations and the Office of Human Resources Management to deal with sexual exploitation and abuse cases in an expedited manner and to suspend staff without pay prior to completion of an investigation, where clear and convincing evidence of misconduct has been produced.	38
47.	**The Secretary-General to prepare a draft memorandum of understanding between the United Nations and troop-contributing countries for the Special Committee's consideration at its next session** The Department of Peacekeeping Operations has revised the draft 1997 model memorandum of understanding between the United Nations and troop-contributing countries to include all the reforms on sexual exploitation and abuse endorsed by the Special Committee on Peacekeeping Operations at its 2005 session. The proposed text was distributed to Member States in December 2005 for the start of discussions in January 2006.	39
48.	**The Secretary-General to appoint a group of legal experts to prepare and submit to the General Assembly at its sixtieth session for its consideration a comprehensive report** (a) The Secretary-General appointed a group of legal experts in October 2005 to advise on means to ensure the criminal accountability of United Nations staff and experts on mission in respect of criminal acts committed by them while serving in	40

		A/59/19/Rev.1 (part two, para. No.)
	peacekeeping operations. Their work is expected to be completed in the first quarter of 2006. (b) Efforts are under way to appoint legal experts to examine the recommendations addressed to a group of legal experts in A/59/19/Rev.1, part one, paragraph 40 (b) and (c).	
49.	**The Secretary-General to provide progress report on the implementation of the recommendations as part of his annual report to the Special Committee** (a) On 2 November 2005, the Department of Peacekeeping Operations provided an informal briefing to the Special Committee on Peacekeeping Operations on progress made to implement the recommendation on sexual exploitation and abuse listed in A/59/19/Rev.1. Further to this informal briefing, the Department circulated to the Special Committee members a written update on progress made in the area. (b) The 2005 report of the Secretary-General includes an annex on the implementation process in the area of sexual exploitation and abuse.	41

		A/59/19/Rev.1 (part one, para. No.)
II.	**Personnel**	
50.	**Establish a single multidimensional training unit; and develop a department-wide training policy, including peacekeeping guidelines, standards and best practices developed by Member States and regional organizations** The Department of Peacekeeping Operations established the Integrated Training Service on 1 November 2005. The Service unites military, civilian and police training staff in a single unit. This mirrors the approach taken in many peace operations where integrated mission training centres have been established. A key element of the work of the new Integrated Training Service is the development of an integrated department-wide training policy. The policy will identify the Department's key substantive and technical training needs and lay out an approach to best meet these needs for civilian, military and police personnel. The Department anticipates that some of these needs can be met by expanding existing training (for example, the current standardized training module for staff officers is being expanded to meet the needs of civilian staff and police personnel). In other areas, new training must be developed, or where possible, outsourced to Member States. The policy will be supported by a training strategy to cover the period 2006-2009 (see also the report of the Secretary-General).	123, 124 and 127
51.	**Use the experience of major troop-contributing countries with respect to training; continue to support national and regional peacekeeping training centres and national focal points; complete and implement standardized training modules II and III in partnership with Member States and implement them with all senior staff, and develop appropriate means of delivering standardized training module III training to a wider audience** (a) The generic standardized training modules for police and military were developed in 2002/03 with the involvement of, and contributions from, 75 Member States. For the specialist standardized training modules building the basis of 12 courses,	126, 128, 129, 132 and 133

		A/59/19/Rev.1 (part one, para. No.)
	and the 28 senior mission leader modules which were developed in 2004/05, 43 and 31 Member States, respectively, directly contributed to the development and endorsement of the modules. Standardized training modules II and III were completed in June 2005 and will be made available to Member States in all United Nations official languages by the second quarter of 2006. (b) Two standardized training module III courses were delivered in 2005, in conjunction with the Governments of Nigeria and South Africa and with the financial support of the Governments of the United Kingdom of Great Britain and Northern Ireland and Norway. Six D-1 level staff from United Nations missions were included in the training. (c) Since 2004, 149 military officers from new troop-contributing countries were trained in major troop-contributing country training centres, as part of the Department of Peacekeeping Operations training recognition programme. (d) Police-contributing countries were invited to send officers for United Nations police training in standardized training modules. Additional officers from police-contributing countries will be invited to future standardized training modules. (e) In addition to training, the Police Division assists police-contributing countries in preselection assessments under a selection assistance team, in which United Nations Headquarters and missions officers conduct assessments at the invitation of police-contributing countries. In the past year, the Police Division recorded the assessments of 1,849 candidates from 13 countries, in English and French. Of the presented candidates 44.6 per cent passed.	
52.	**Continue the train-the-trainer approach adopted by the United Nations training assistance teams** The Integrated Training Service applies the train-the-trainer approach in all of its courses.	131
53.	**Select and train key mission staff early on** (a) To further promote coherent mission leadership, the Secretariat developed a draft policy on senior leadership appointment calling for the establishment of a senior leadership appointment unit mandated with the executive outreach for senior level positions and maintenance of the eminent persons roster. (b) The Secretariat, through the Administrative Support Division of the Department of Peacekeeping Operations, is also developing rosters of highly qualified candidates to fill mission critical leadership functions through outreach and targeted searches. (c) The Department of Peacekeeping Operations has developed a senior leadership induction programme to improve preparation of mission leaders (including force and police commanders) and introduce senior leadership to required mission orientation training and the Department's integration tools. The first leadership induction programme was held at Headquarters in June 2005 and a second is to be held in January 2006.	72

		A/59/19/Rev.1 (part one, para. No.)
54.	**Standardize terminology** The Department of Peacekeeping Operations Training Service commissioned a terminology resource guide from the Center of Excellence in Disaster Management and Humanitarian Assistance. The guide was published in the first quarter of 2005. Copies are being distributed to all members of the Special Committee.	31
55.	**Improve the balance of geographic and gender distribution as outlined in General Assembly resolution 59/266, and ensure a fair representation of personnel from troop-contributing countries, with adequate professional background and experience** Recruitment mechanisms are in place to ensure that due regard is given to the recruitment of staff from as wide a geographical basis as possible, and that the gender distribution goals set by the General Assembly are being met. The recruitment process is guided by the need to select staff on the basis of merit, demonstrated competencies and performance. See point 35 above on increasing the participation of women.	138 and 139
56.	**Consider competence of candidates in local languages in recruitment; and recruit local interpreters when necessary** Language skills are part of the recruitment criteria. Requirements are set for the two working languages of the United Nations, English and French. Competency in other languages, including local languages of the mission area, is desirable.	141 and 133
57.	**Engage troop-contributing countries and Member States on the task force on the cost-benefit analysis of establishing a separate status and conditions of service for staff officers** The Department of Peacekeeping Operations task force, in its cost-benefit analysis of establishing a separate status and conditions of service for staff officers, has concluded that the status of United Nations staff officers and the manner in which they are deployed should remain unchanged, but that support arrangements should be revised to provide for payment of the mission subsistence allowance to United Nations staff officers in the mission area, in lieu of reimbursement to the troop-contributing country for self-sustainment. In addition, since staff officers deploy to, and repatriate from, the mission area as individuals, the unaccompanied shipping entitlement for staff officers should be 100 kilograms in line with that provided to military observers, civilian police and civilian staff who also travel as individuals. The Department of Peacekeeping Operations will review the recommendations of the working group which would then be put forward to the Special Committee on Peacekeeping Operations for decision during the 2006 session.	140
58.	**Prepare a report on the legal status of civilian police personnel who are assigned executive tasks** The Police Division met informally with the Special Committee on Peacekeeping Operations members in 2004, during which time the Office of Legal Affairs explained that the legal status of police, including formed police units, was "experts on mission". The Office of Legal Affairs in 2005 reconfirmed its position on the legal status of formed police units.	81 and 82

		A/59/19/Rev.1 (part one, para. No.)
59.	**Assess personnel resources needed in the military and police divisions** (a) The General Assembly has authorized four additional posts for the Police Division for the biennium 2005-2006. One additional post for a training officer was approved under the Training and Evaluation Service of the Military Division. (b) The proposed programme budget for the establishment of an initial operating standing police capacity for the period from 1 January to 30 June 2006, provides for 27 staff, including 25 Professionals and 2 General Service posts and the related non-post requirements. See also point 60 below.	137
60.	**Develop detailed concept on the standing police capacity** Pursuant to the 2005 report of the Special Committee on Peacekeeping Operations, the Police Division in April 2005 established a joint working group with Member States to develop the concept of the standing police capacity. The working group produced an informal concept paper in August, which describes the envisioned organizational and operational aspects of the standing police capacity as well as recruitment and duty station possibilities. In September, the General Assembly endorsed the creation of an initial operating capability for the standing police capacity. The Department of Peacekeeping Operations is now working to implement the concept. The Special Committee will be briefed at its next session on technical and other issues associated with launching the standing police capacity for its first assignment before the end of 2006.	83
61.	**Improve coordination and cooperation between civilian police contingents and military forces** (a) The Missions, particularly those with formed police unit components, have improved coordination of operations and information processing and dissemination by developing internal mechanisms such as joint mission analysis centres, the further integration of the joint operations centres and the development of relevant targeted standard operating procedures/guidelines to promote integrated approaches to addressing various security tasks. See also point 29 above. (b) The Police Division is developing a departmental policy paper on formed police unit doctrine in order to clarify and enhance cooperation and coordination among police and military personnel in field missions. The paper will be made available to Member States in March 2006.	84
I.	**Financial issues**	
62.	**Continue to facilitate various enabling arrangements to overcome contingent-owned equipment and sustainability shortfall faced by some troop-contributing countries** (a) The Department of Peacekeeping Operations has facilitated arrangements in UNOCI for Belgium to provide 23 vehicles and seven trailers to the Benin Infantry Company. The Company is also receiving from France all personnel equipment items, nine major equipment items and all troop-contributing countries self-sustainment items. Also for UNOCI, France is providing major equipment to contingents from the Niger, Senegal and Togo as well as self-sustainment to the Togo contingent. In the case of UNAMI, Australia is providing an ambulance and observation self-sustainment to the	44 and 149

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	Fijian contingent. In MONUC, France until recently provided all major equipment and self-sustainment to two Senegalese guard units. Another earlier arrangement was in UNAMSIL where Ukraine provided armoured personnel carriers and troop-carrying vehicles to infantry contingents from Nigeria, Ghana and Zambia. (b) United Nations Peacekeeping missions have provided support to countries where needed. The United Nations supplied the Nigerian contingents in UNMIL and the Benin contingents in UNOCI with vehicles, medical self-sustainment and equipment. Refrigerators are routinely provided by missions to enable countries to meet their catering capability. Tentage has been provided by the United Nations where unsuitable tents were brought to the mission area by contributing countries. (c) The Mine Action Service of the Department of Peacekeeping Operations has assisted in the training of troop-contributing countries for UNMIS and arranged for the surplus equipment to be transferred between missions to ensure adequate equipment holdings by troop-contributing countries. (d) The working group on contingent-owned equipment meets every three to four years. The next meeting is scheduled to take place in February/March 2008 and will address various concerns, including enabling arrangements to overcome contingent-owned equipment and sustainability shortfalls.	
63.	**Strengthen financing of post-conflict assistance activities with Member States in the continuum between peacekeeping and development** (a) The Department of Peacekeeping Operations helps countries in post-conflict situations to maintain and strengthen peace and security, and assist in strengthening governance. It thereby helps to create an enabling environment for transition and development actors to engage. The recent arrangement defining that, from 1 January 2006, the Deputy Special Representative of the Secretary-General will have the simultaneous function of the Resident Coordinator, strengthens this continuum. (b) See also point 23 above on quick impact projects.	92
64.	**Continue progress in payment of outstanding claims; and address exceptional circumstances** Payments are normally made to troop-contributing countries when it is ascertained that the mission will have a positive cash balance over and above three months projected essential operational costs. Payments are mission-specific and depend on the cash availability of each mission. The most recent payments were made by the United Nations on 16 December 2005, covering troop costs up to October 2005.	147
65.	**Establish a working group on the funding difficulties of troop-contributing countries in complying with rapid deployment requirements** The report of the Department of Peacekeeping Operations working group on financial mechanisms to support the rapid deployment of military contingents, which recommends options for resolving some of the difficulties faced by troop-contributing countries who commit to the United Nations standby arrangements system, has been submitted to the Controller for his views and comments. Upon receipt of the Controller's proposals, interested Member States will be consulted for their views, as recommended in document A/57/767.	148

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66.	**Ensure routine consultations with financial contributing countries** In an effort to keep Member States better informed on activities in the field, the Assistant Secretary-General for Peacekeeping Operations and the Special Representatives of the Secretary-Generals of MONUC and UNMIS briefed the Fifth Committee of the General Assembly in October 2005 on the current status of operations in the Democratic Republic of the Congo and the Sudan and discussed challenges faced by the Organization in carrying out its work in the respective mission regions. Further such briefings are planned to take place in 2006.	150